

Operating Budget 2001 - 2002

CITY OF
SPRINGFIELD, MISSOURI



MISSION

**The people of our community are the only
reason we are here.**

Therefore,

**We are committed to
WORKING WITH THE COMMUNITY
to provide ethical and responsible local government
so that everyone can enjoy the benefits
of living and working in Springfield.**

We will achieve this through:

Integrity and Pride of Service
in everything we say and do, and with dedication to quality.

Cooperating and Communication
with one another and with citizens to ensure open government,
and open management with no surprises.

Continuous Improvement of Services
through cost-effective utilization of
people, materials, equipment and technology.

Leadership and Knowledge
through staff training and development.

Innovation
in how we meet present and future needs of our city.



CITY OF SPRINGFIELD, MISSOURI

ANNUAL OPERATING BUDGET

JULY 1, 2001 - JUNE 30, 2002

PREPARED BY THE DEPARTMENT OF FINANCE

Fred Fantauzzi, Director
Mary Mannix, Budget Administrator
Darelyn Cooper, Financial Administrator
Glenda Hudson, Financial Analyst
Renee Evans, Accounting Services Representative

MUNICIPAL OFFICIALS

MAYOR

Thomas J. Carlson

CITY COUNCIL

<i>Denny Whayne</i>	<i>Zone 1</i>
<i>Shelia O. Wright</i>	<i>Zone 2</i>
<i>Ralph K. Manley</i>	<i>Zone 3</i>
<i>John Wylie</i>	<i>Zone 4</i>
<i>Mary Collette</i>	<i>General (A)</i>
<i>Gary W. Gibson</i>	<i>General (B)</i>
<i>Teri Hacker</i>	<i>General (C)</i>
<i>Robert Chancellor</i>	<i>General (D)</i>

CITY OFFICIALS

<i>Thomas W. Finnie</i>	<i>City Manager</i>
<i>Bob Cumley</i>	<i>Assistant City Manager</i>
<i>Howard C. Wright</i>	<i>City Attorney</i>
<i>Brenda Cirtin</i>	<i>City Clerk</i>
<i>Marc Thornsberry</i>	<i>Director of Public Works</i>
<i>Harold Bengsch</i>	<i>Director of Public Health and Welfare</i>
<i>Fred Fantauzzi</i>	<i>Director of Finance</i>
<i>Lynn S. Rowe</i>	<i>Chief of Police</i>
<i>Steven L. Strader</i>	<i>Fire Chief</i>
<i>Dan Kinney</i>	<i>Director of Parks and Recreation</i>
<i>Sheila Maerz</i>	<i>Director of Human Resources</i>
<i>Evelyn Honea</i>	<i>Director of Information Systems</i>
<i>Fred May</i>	<i>Director of Planning and Development</i>
<i>Louise Whall</i>	<i>Public Information Officer</i>
<i>Robert D. Hancik</i>	<i>Director of Aviation</i>
<i>Robert D. Simpson</i>	<i>Director of Workforce Development</i>
<i>Nick Heatherly</i>	<i>Director of Building Development</i>
<i>Todd Thornhill</i>	<i>Chief Municipal Judge</i>
<i>Jerry Berger</i>	<i>Director of Art Museum</i>
<i>Becky Jungmann</i>	<i>Director of Emergency Communications</i>



July 1, 2001

TO: The Mayor and Members of City Council

RE: The 2001/2002 Operating Budget

The 2001/2002 operating budget is presented herein. The budget reflects a continuation of the existing level of services to the citizens of Springfield while maintaining our current tax levies. The budget focuses on the council priorities of transportation, public safety, economic development and neighborhood improvement. These priorities and the budget policies are used to develop a budget that delivers a consistent level of service to the community, allows the City to maintain a stable financial position and an equitable tax structure.

The challenge in developing a plan for the upcoming fiscal year is to balance the needs of the community for services, the City's investment in human resources and infrastructure with the available financial resources. In the 2001/2002 budget this balance has been achieved with the increased revenue due to growth and utilization of available funds over the City's 10% fund balance reserve. The unreserved fund balance provides an additional resource for the City to address priorities.

Budget Policies

Our first budget policy is to develop a balanced operating budget that supports current expenditures with current revenues. Revenue in the general operating budget is projected to increase \$2,363,000. Sales tax, the primary source of revenue in the general fund is projected to increase \$1.5 million or 4.5% over the prior year. The increase in sales tax is comprised of a 2.8% increase in the existing sales tax base and 1.8% growth resulting from major retailers relocating in the city limits. Other taxes and fees are projected to increase by \$863,000.

This revenue increase is a result of increases in property taxes, payments in lieu of taxes and fees for service. The increase in revenue will be used to fund pay plan improvements and provide increased support to existing services.

Our second budget policy is to maintain an unreserved fund balance of 8-10% of the operating budget. If the unreserved fund balance exceeds 10%, the difference may be used to fund one-time expenditures. In the 2001/2002 adopted budget, \$1,054,000 of unreserved fund balance has been appropriated. The fund balance is used for one time expenditures or projects that will not have an ongoing impact on the operating budget. Appropriating unreserved fund balance allows the City to fund priorities while at the same time fully using the resources provided by the citizens.

Recommended Funded Priorities and Pay Plan Improvements

The City of Springfield has generally experienced periods of stable growth. Sales tax revenue is an important but volatile source of funding for the City. It has provided a strong base of funding for city services and capital improvement. Property tax and fees reflect a slower more stable pattern of growth. In an effort to maintain operating expenses at a level that can be funded with the normal growth rates in revenue, careful consideration is given before any new full time positions are funded. The adopted budget focuses on priorities, pay plan improvements and providing employees with the equipment needed to effectively and efficiently do their jobs. The general operating budget does not include any net increase in employees.

Traffic and Transportation

- Work with MoDOT to develop strategies to improve off peak signal timing
- Real time feeds from remote camera locations will be available to provide real time information for motorists to avoid congested areas.
- Funding for enhanced accident analysis software to facilitate identification of accident types that can be reduced by applying engineering measures.
- Funding for red light indicators to support the Police Department's efforts to improve safety at City intersections.

Continued Commitment to Public Safety

- In July 2001, the hiring of the sixty new officers and twelve civilian employees funded from the law enforcement sales tax will be completed.

- Year one of a three year plan to provide take home vehicles to police officers living inside the city limits. This is expected to enhance neighborhood-policing efforts and help with hiring and retention issues.
- The south-side district station will open in the spring of 2002. This will be a full service facility and is expected to improve services.
- Continued support of activities funded from the law enforcement tax in prior years. These include a new emergency communications system, and match funding for grants.

Neighborhoods and Center City Revitalization

- Provides \$100,000 to complete the property acquisition in the SMSU neighborhood plan.
- Match funding for the Home Investment Partnership Grant Program. The City has constructed and rehabilitated more than 200 residential properties through this program.

Economic Development and Center City Revitalization

- Provides funding through short term borrowing for the acquisition of land and development of infrastructure in the Partnership Industrial Center – West
- Opening of Jordan Valley Ice Recreational Ice Center and park space in Jordan Valley Park.

Pay Plan Improvements

A priority is competitive pay for all employees. The budget includes a 5% pay increase for all employees effective January 1, 2002. Employees covered under the LAGERS retirement plan have requested this pay increase be applied to an improved retirement benefit. Council will be asked to change this retirement benefit effective January 1, 2002. This change also includes the City returning to a contributory status under the LAGERS plan. Beginning January 1, 2002 employees would contribute 4% of their salary to LAGERS to help pay for this increased benefit. The cost of the improved benefit and changing to a contributory plan is equivalent to a 5% pay increase.

The salary adjustment for police and fire employees will provide funding for a 5% increase or the equivalent effective January 1, 2002.

Support of Existing Programs

- Provides initial funding for an Enterprise Resource Management System to replace the obsolete financial management system. This will also provide staff with current financial information to use in planning.
- Protection of the City's investment in computer infrastructure by relocating equipment to a more appropriate environment.
- Increased funding for maintenance of right of way and removal of dangerous trees.
- Funding for updating City design standards and replacing engineering design software to assist in meeting council goals such as traffic improvements through better road access and requirements.

Unfunded Critical Needs and Other Issues

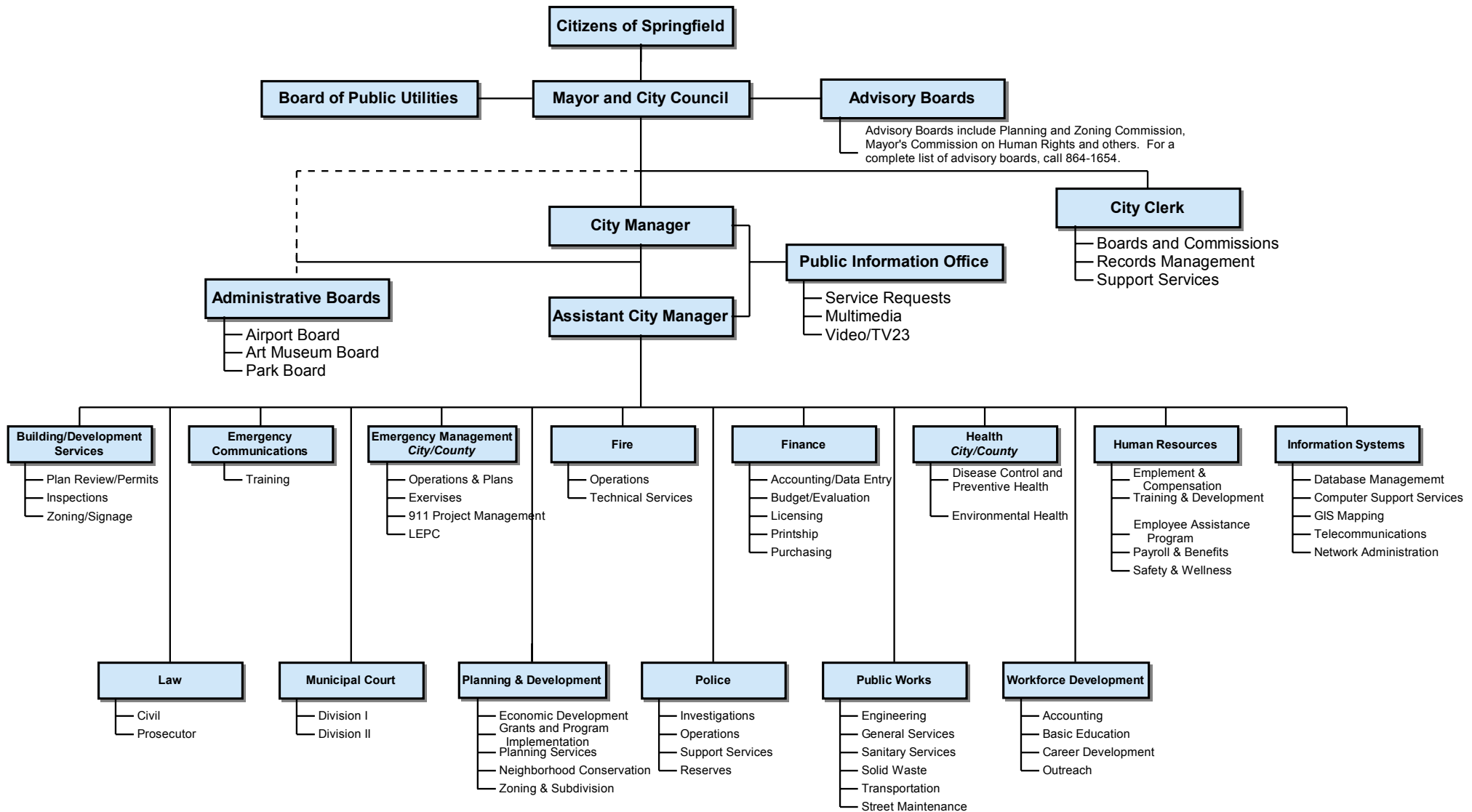
Each department continues to identify future needs as priorities within their budgets. Not all of these have been funded. Identifying these priorities as unfunded needs allows us to begin to get a multi year perspective on the budgeting process. A number of unidentified needs and unfunded priorities can often be funded through the year-end saving plan. This plan allows up to half of any saving by a department at the end of the budget year to be used to fund priorities and other documented needs when general operating revenues experience a growth rate of at least 3% and revenues exceed expenditures.

We have worked closely with all departments to insure the budget reflects the council's priorities and the most critical budget needs and meets the needs of the community.

Sincerely,

Thomas W. Finnie
City Manager

City Government's Organization Chart



Note: All Departments include an administrative section.

DEPARTMENTAL SUMMARIES

AIRPORT

The Springfield/Branson Regional Airport is owned by the City of Springfield and managed through a nine-member administrative board. The Board operates the airport as a self-supporting “enterprise function”, operating without tax revenue or general City funds.

ART MUSEUM

The Springfield Art Museum is a City agency with a rich heritage of supporting the arts in the Ozarks. It operates under authority of a nine-member board. Incorporated in 1928, the Museum was first operated entirely by volunteers and still relies heavily on community support in a variety of ways.

BUILDING DEVELOPMENT SERVICES

The Department of Building Development Services implements and monitors a variety of city, state, and federal codes, and four trades (electrical, plumbing, gas and mechanical). It also offers essential information for businesses, homeowners, landlords, tenants, contractors, and developers.

CITY CLERK

The position of City Clerk was created by the Charter of the City of Springfield. The City Clerk serves at the pleasure of the City Council and maintains official records for the City, including minutes, ordinances, resolutions, contracts, and other vital documents.

EMERGENCY COMMUNICATIONS

The Emergency Communications Department is committed to efficiently and compassionately answering the public’s call for emergency service response. The Springfield-Greene County Emergency Communications Department serves as the access point for the 9-1-1 caller needing public safety services. Departmental personnel have the direct responsibility for quick relay of requests for fire, police, emergency medical and related services. Calls from the entire county are processed through the communications facility.

FINANCE

The Finance Department includes six divisions. The Administration, Budget and Evaluation, and Accounting divisions prepare the City budget, financial audit, and a variety of other reports. The Accounting division is also responsible for payroll and accounts payable. The Printshop does all in-house printing and mailing. The Licensing division issues a variety of licenses and permits that are required to do business, sell to the public, or solicit funds in the City of Springfield. The Purchasing division contracts for goods and services for all departments, boards and agencies in the City of Springfield. Many of these divisions serve as a resource to other departments.

FIRE

The Springfield Fire Department provides emergency services in a 71-square-mile area from 11 fire stations with a full-time staff of more than 200 dedicated professionals.

HEALTH

The Springfield/Greene County Health Department protects the public’s health and encourages citizens to build and maintain healthy lifestyles. The Health Department promotes good health practices and makes every effort to engage the community and focus public attention on issues for educational purposes.

HUMAN RESOURCES

The Department of Human Resources of the City of Springfield provides a variety of support services to other departments in the areas of Administration, Employee Relations, Employment and Compensation, Payroll and Benefits, Training and Development, as well as Safety and Wellness.

DEPARTMENTAL SUMMARIES *(continued)*

INFORMATION SYSTEMS

The Department of Information Systems is charged with the task of effectively and efficiently utilizing and maintaining City Information Technology resources and investments; constructing and maintaining an effective communications network capable of supporting our mission; and supporting new acquisitions of hardware and software by City departments through research assistance, team participation, and leadership during implementation.

LAW

The Law Department assists the City Council, City Management and All City Departments with matters of municipal law and seeks creative solutions to issues within the confines of the law. The Prosecutor's Office represents the City in prosecuting violations of City Ordinances.

MUNICIPAL COURT

The Springfield Municipal Court is a division of the 31st judicial circuit of Greene County. Municipal Court is committed to providing a forum for the fair and impartial trial for persons accused of violating a Springfield ordinance.

PARKS

The Springfield/Greene County Park Board guides the City's parks, recreation, and sports programs.

PLANNING & DEVELOPMENT

The Planning and Development Department primarily provides services related to the physical development of the community. The department works with citizens and other departments to plan for the orderly growth of Springfield in a variety of ways.

POLICE

The Springfield Police Department is an accredited law enforcement agency comprised of 321 sworn officers and 84 civilian employees. The department is organized into four divisions: Services, Operations, Criminal Investigations, and Administration.

PUBLIC INFORMATION OFFICE

The Public Information Office provides information to the general public and local media, and serves as a resource to the community. The Public Information Office also works with City departments to plan special events, release daily news, develop brochures, videos, and other informational materials about City government.

PUBLIC WORKS

The Public Works Department is the largest department in Springfield's City government, encompassing seven divisions. These divisions are Administration, Street Maintenance, Traffic Engineering, Sanitary Services, Solid Waste Management, Engineering, and General Services. Each division is responsible for several different services.

WORKFORCE DEVELOPMENT

The City of Springfield's Department of Workforce Development works in partnership with business, labor, education, community groups, and government working to bring quality educational, training, and employment opportunities to unemployed, often unskilled workers.

BUDGET SUMMARY



City Hall

A GUIDE TO USING THIS DOCUMENT

Budget Highlights

- * *An overview of the Total Operating Budget compared to the previously adopted budget is presented on page 16.*
- * *The summary by fund group for revenues, appropriations, debt service, and full-time equivalents are located on pages 20 to 28.*
- * *The Budget Policies adopted by City Council are located on page 30.*
- * *An overview of the General Operating Budget compared to the previously adopted General Operating Budget is printed on pages 31 & 34. This section includes an action plan for the community.*
- * *The City's performance measurements and benchmarks with other communities or industry standards are included in the Performance Summaries section.*

Departmental Summaries, Priorities, Organizational Charts and Mission Statements

This section of the document beginning on page 1 contains information for each department as follows:

- * *Expenditures and appropriations for the fiscal years 2000 - 2003*
 - * *Human Resources, including new positions approved for funding*
 - <*The department's three year critical service needs, ranked in priority order and identified as funded or unfunded*
 - * *The department's organizational chart, presented to aid the user in better understanding some of the specific functions performed within each department*
 - * *The department's mission statements*
-

A GUIDE TO USING THIS DOCUMENT

At the end of each department's priority statements, a cost summary is shown reflecting:

- * *The cost of priorities which have been approved for funding in 2001-2002*
- * *The continuing impact on future budgets of funding these priorities*
- * *Unfunded priorities moved into either fiscal years 2002-2003 or 2003-2004. These priorities will be updated and reevaluated as part of next year's budget process.*

In the document, you may notice the terms "transfers" and "reserves".

- * **Transfers are made between funds, and can be either:**
 - * *Operating, to cover normal operating items such as matching requirements for grant awards*
 - * *For debt service, to cover the debt requirements outlined in this document*
 - * **Reserves:**
 - * *Reflect the balancing of available resources with appropriations*
 - * *Can be either positive or negative amounts*
 - * *Can result from a number of items, which reflect:*
 - * *additions or reductions to fund balance*
 - * *resources received from the issuance of debt*
 - * *restriction of resources for future allocation*
-

ALL FUND GROUPS

The City's operations are classified into fund groups for budget purposes. These fund groups are classified as general operating, grant & special revenue, capital projects, debt service, enterprise and internal service.



TOTAL OPERATING BUDGET

ALL FUNDS

2001-2002 Adopted	\$194,983,000
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2000-2001 Adopted	<u>168,606,000</u>
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Increase 9.6%	\$ <u>26,377,000</u>
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** Maintains current property tax levy*

** No tax increases*

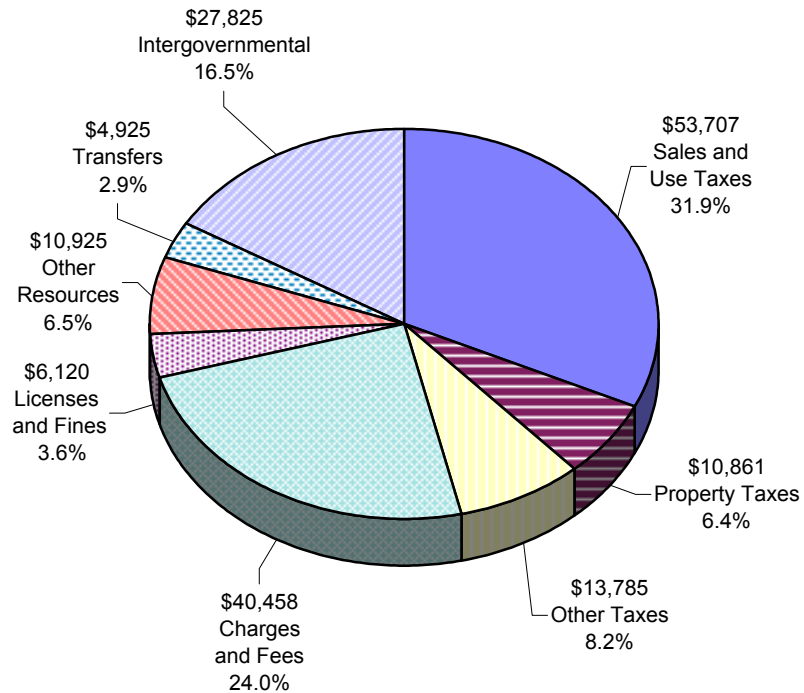
** Emphasis on addressing Traffic/Transportation Issues*

** Continuation of Public Safety Commitments through implementation of the Law Enforcement Sales Tax*

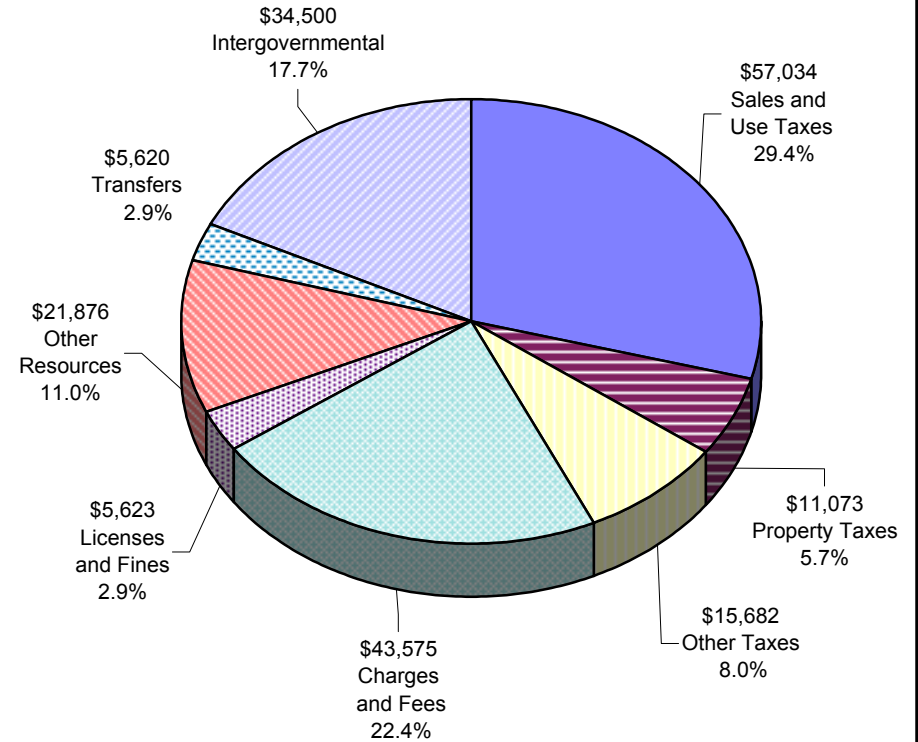
** Continues policy of providing competitive pay to employees*

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

2000-2001 OPERATING BUDGET RESOURCES - \$168,606,000 All Fund Groups



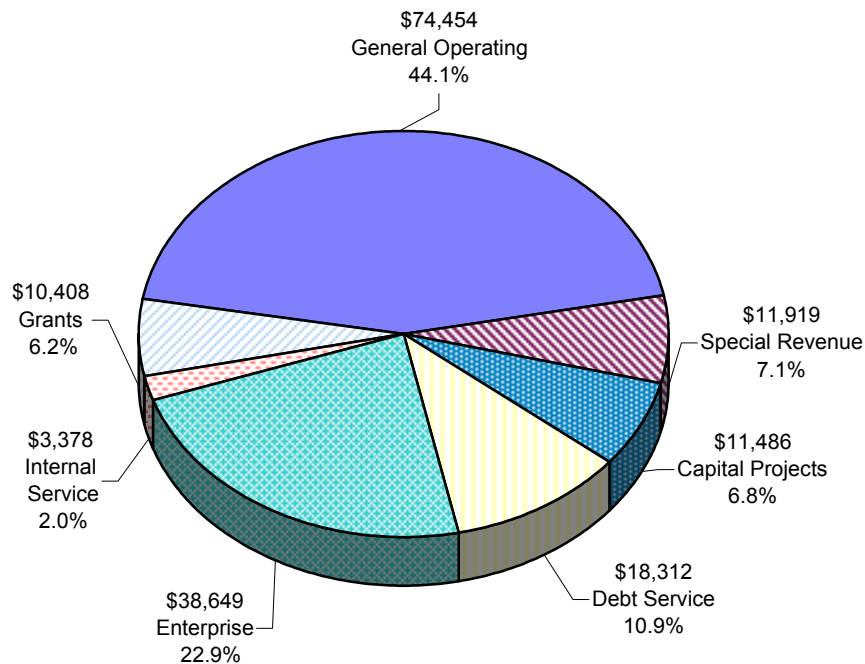
2001-2002 OPERATING BUDGET RESOURCES - \$194,983,000 All Fund Groups



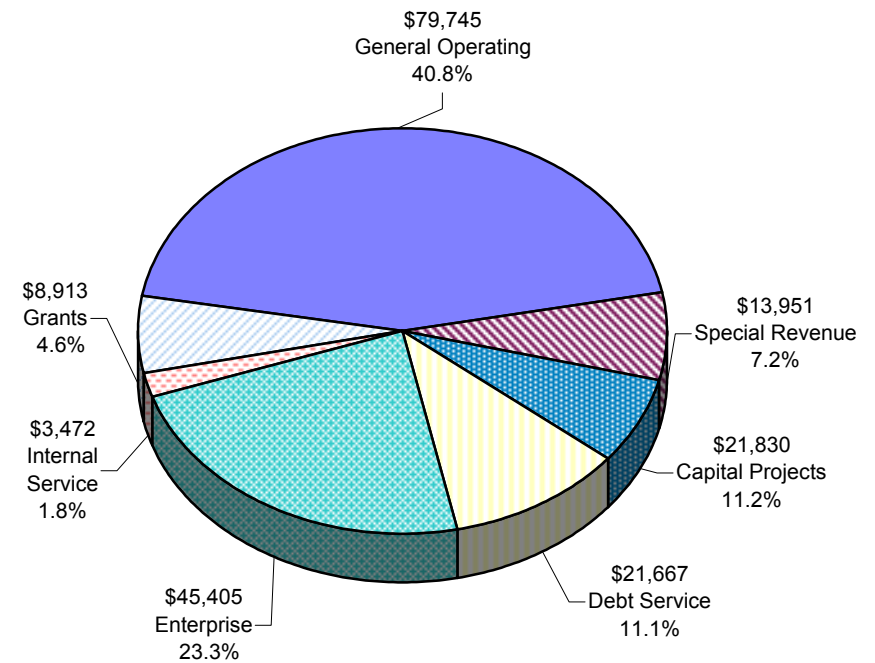
All amounts are expressed in thousands. Intrafund transfers have been eliminated.

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

2000-2001 OPERATING BUDGET APPROPRIATIONS - \$168,606,000 All Fund Groups



2001-2002 OPERATING BUDGET APPROPRIATIONS - \$194,983,000 All Fund Groups



All amounts are expressed in thousands. Intrafund transfers have been eliminated.

REVENUES

SCHEDULE OF PROJECTED 2002 REVENUES COMPARED TO ADOPTED 2001 AND ACTUAL 2000 TOTALS

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (1)

The budget shall provide:

An itemized statement of estimated revenues from all sources for the year which the budget is to cover, together with a comparative statement of revenues for the last completed fiscal year and the year in progress.

SCHEDULE OF ACTUAL AND PROJECTED REVENUES
ALL FUND TYPES

	General Fund	Public Parks	Public Health Services	Transportation Fund	Total Operating Funds	Special Revenue Funds
TAXES						
Sales (General)	\$ 34,394,000	\$ -	\$ -	\$ -	\$ 34,394,000	\$ -
Sales (Capital Improvement)	-	-	-	-	-	-
Sales (Law Enforcement)	-	-	-	-	-	6,760,000
Sales (Transportation)	-	-	-	-	-	-
Use	1,627,500	-	-	1,627,500	3,255,000	-
Property	-	3,425,217	2,292,530	-	5,717,747	755,869
In Lieu of Tax Payments	7,240,000	-	-	-	7,240,000	-
Gross Receipts	3,375,000	-	-	-	3,375,000	460,000
Cigarette	1,000,000	-	-	-	1,000,000	-
Room	75,000	-	-	-	75,000	1,952,500
Tourism	-	-	-	-	-	1,330,000
	<u>47,711,500</u>	<u>3,425,217</u>	<u>2,292,530</u>	<u>1,627,500</u>	<u>55,056,747</u>	<u>11,258,369</u>
LICENSES AND FINES						
Occupational Licenses	2,980,000	-	-	-	2,980,000	-
Permits	752,000	-	-	19,900	771,900	-
Fines and Forfeitures	1,310,000	-	-	-	1,310,000	-
Court Costs	554,600	-	-	-	554,600	-
	<u>5,596,600</u>	<u>-</u>	<u>-</u>	<u>19,900</u>	<u>5,616,500</u>	<u>-</u>
CHARGES AND FEES						
Charges for Services	594,410	-	600,200	515,000	1,709,610	107,997
User Fees	-	3,127,914	-	-	3,127,914	32,500
Aviation Fuel Sales	-	-	-	-	-	-
Sales of Goods	50,000	185,000	-	-	235,000	18,000
Rentals	30,000	97,332	-	-	127,332	1,000
	<u>674,410</u>	<u>3,410,246</u>	<u>600,200</u>	<u>515,000</u>	<u>5,199,856</u>	<u>159,497</u>
INTERGOVERNMENTAL						
Gasoline Taxes	-	-	-	4,175,000	4,175,000	-
State of Missouri	-	-	532,008	1,775,000	2,307,008	-
Greene County	1,695,700	295,000	702,500	-	2,693,200	1,175,000
Grants -						
Airport	-	-	-	-	-	-
Community Development	-	-	-	-	-	-
Workforce Development	-	-	-	-	-	-
Public Works Improvements	-	-	-	-	-	-
WIC Program	-	-	-	-	-	-
Police	-	-	-	-	-	-
Other	-	-	-	-	-	621,925
	<u>1,695,700</u>	<u>295,000</u>	<u>1,234,508</u>	<u>5,950,000</u>	<u>9,175,208</u>	<u>1,796,925</u>
Interest on Investments	1,500,000	-	-	-	1,500,000	382,200
Special Assessment Tax Bills	-	-	-	-	-	-
Interest on Tax Bills	-	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-	-
Other Sources	1,360,700	-	-	167,173	1,527,873	-
Other Miscellaneous Revenues	125,000	213,900	17,400	-	356,300	283,801
	<u>2,985,700</u>	<u>213,900</u>	<u>17,400</u>	<u>167,173</u>	<u>3,384,173</u>	<u>666,001</u>
REVENUES BEFORE TRANSFERS	58,663,910	7,344,363	4,144,638	8,279,573	78,432,484	13,880,792
TRANSFERS FROM OTHER FUNDS	1,172,853	140,000	-	-	1,312,853	70,000
TOTAL REVENUES	<u>\$ 59,836,763</u>	<u>\$ 7,484,363</u>	<u>\$ 4,144,638</u>	<u>\$ 8,279,573</u>	<u>\$ 79,745,337</u>	<u>\$ 13,950,792</u>

Grant Funds	Capital Projects Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds	Adopted 2001-2002 Total	Adopted 2000-2001 Total	Actual 1999-2000 Total	Projected 2002-2003 Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,394,000	\$ 32,913,000	\$ 31,733,413	\$ 35,425,820
-	8,625,000	-	-	-	8,625,000	7,803,000	7,759,164	8,883,750
-	-	-	-	-	6,760,000	6,066,000	6,177,122	6,962,800
-	-	4,000,000	-	-	4,000,000	3,825,000	3,872,630	4,120,000
-	-	-	-	-	3,255,000	3,100,000	3,244,752	3,352,650
-	-	4,599,396	-	-	11,073,012	10,860,607	10,967,544	11,405,202
-	-	-	250,000	-	7,490,000	6,595,543	6,511,777	7,714,700
-	-	-	-	-	3,835,000	3,200,000	3,505,406	3,950,050
-	-	-	-	-	1,000,000	1,000,000	993,892	1,030,000
-	-	-	-	-	2,027,500	1,820,200	1,057,763	2,088,325
-	-	-	-	-	1,330,000	1,170,000	1,322,450	1,369,900
-	8,625,000	8,599,396	250,000	-	83,789,512	78,353,350	77,145,913	86,303,197
-	-	-	-	-	2,980,000	2,824,000	2,886,267	3,069,400
-	-	-	5,000	1,500	778,400	744,900	764,554	801,752
-	-	-	-	-	1,310,000	1,640,000	1,412,994	1,349,300
-	-	-	-	-	554,600	911,000	794,606	571,238
-	-	-	5,000	1,500	5,623,000	6,119,900	5,858,421	5,791,690
-	-	-	21,770,511	3,459,897	27,048,015	26,814,830	25,859,078	27,859,455
-	-	-	7,397,420	-	10,557,834	7,811,383	7,006,598	10,874,569
-	-	-	2,709,375	-	2,709,375	1,785,000	1,657,921	2,790,656
-	-	-	95,000	-	348,000	1,605,977	2,687,775	358,440
-	-	-	2,783,132	-	2,911,464	2,440,343	2,948,675	2,998,808
-	-	-	34,755,438	3,459,897	43,574,688	40,457,533	40,160,046	44,881,929
-	-	-	-	-	4,175,000	4,000,000	4,146,822	4,300,250
1,075,886	-	5,000,000	-	-	8,382,894	8,728,717	4,321,685	8,634,381
-	-	-	-	-	3,868,200	3,404,500	3,344,682	3,984,246
-	-	-	8,204,651	-	8,204,651	1,350,000	-	8,450,791
4,470,781	-	-	-	-	4,470,781	3,828,505	3,036,718	4,604,904
1,812,595	-	-	-	-	1,812,595	2,874,400	3,523,912	1,866,973
-	1,650,000	-	-	-	1,650,000	1,675,991	1,947,474	1,699,500
534,920	-	-	-	-	534,920	583,068	505,338	550,968
537,671	-	-	-	-	537,671	598,198	276,745	553,801
241,399	-	-	-	-	863,324	781,949	176,468	889,224
8,673,252	1,650,000	5,000,000	8,204,651	-	34,500,036	27,825,328	21,279,843	35,535,037
-	70,000	3,338,427	4,131,296	-	9,421,923	8,226,803	10,391,426	9,704,581
-	-	100,000	-	-	100,000	100,000	388,359	103,000
-	-	43,129	-	-	43,129	43,129	34,170	44,423
-	-	-	-	-	-	-	42,531,366	-
-	9,800,000	-	-	-	11,327,873	895,000	-	11,667,709
-	300,000	-	32,989	10,155	983,245	1,661,827	4,813,946	1,012,741.35
-	10,170,000	3,481,556	4,164,285	10,155	21,876,170	10,926,759	58,159,268	22,532,454
8,673,252	20,445,000	17,080,952	47,379,374	3,471,552	189,363,406	163,682,870	202,603,491	195,044,307
239,868	1,384,849	2,547,080	65,000	-	5,619,650	4,922,693	10,896,936	5,788,240
\$ 8,913,120	\$ 21,829,849	\$ 19,628,032	\$ 47,444,374	\$ 3,471,552	\$ 194,983,056	\$ 168,605,563	\$ 213,500,427	\$ 200,832,547

APPROPRIATIONS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS ALL FUND TYPES

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (2)

The budget shall provide:

An itemized statement of proposed expenditures recommended by the City Manager for each office, department or agency for the year which the budget is to cover, together with a comparative statement of expenditures for the last completed fiscal year and the year in progress.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS
ALL FUND TYPES

	<u>1999-2000</u> <u>Actual</u>	<u>2000-2001</u> <u>Adopted</u>	<u>2001-2002</u> <u>Adopted</u>	<u>2002-2003</u> <u>Projected</u>
<u>GENERAL OPERATING FUNDS</u>				
Building Development Services	\$ 1,420,004	\$ 1,618,230	\$ 1,676,866	\$ 1,727,172
City Attorney	1,216,160	1,227,231	1,336,306	1,376,395
City Clerk	240,222	333,673	269,467	277,548
City Manager	595,908	614,942	644,995	664,345
Emergency Communications	1,925,242	2,194,726	2,134,510	2,198,545
Finance	1,548,435	1,733,789	2,077,109	2,139,422
Fire	12,382,378	12,457,831	12,908,453	13,295,707
Human Resources	766,191	799,106	840,816	866,040
Information Systems	1,608,263	1,801,650	1,969,330	2,028,410
Mayor and City Council	58,246	63,857	68,357	70,408
Municipal Court	1,155,351	1,189,401	1,233,646	1,270,655
Non-Departmental	7,024,547	3,567,627	3,790,101	3,903,804
Planning and Development	1,033,226	1,157,572	1,274,865	1,313,111
Police	17,251,815	17,737,001	18,677,559	19,237,886
Public Health Services	4,840,577	5,240,506	5,500,467	5,665,481
Public Information Office	695,717	834,630	348,238	358,685
Public Parks	6,031,422	7,328,842	9,204,855	9,481,001
Public Works	5,653,415	6,224,983	6,522,224	6,717,891
Public Works - Transportation	8,598,827	8,850,000	9,267,173	9,545,188
TOTAL GENERAL OPERATING FUNDS	74,045,946	74,975,597	79,745,337	82,137,697
<u>SPECIAL REVENUE FUNDS</u>				
Art Museum	758,456	793,707	831,870	856,826
Convention and Visitors Bureau	1,652,422	1,745,200	1,952,500	2,011,075
Hotel/Motel Tax	9,798,922	1,170,000	1,330,000	1,369,900
Law Enforcement Sales Tax	6,073,973	6,166,000	7,060,000	7,271,800
Police Special Revenue	882,224	677,301	730,922	752,850
Telecable Special Revenue			580,000	
Road and Bridge Maintenance Fund	1,068,257	1,135,000	1,200,000	1,236,000
Miscellaneous Special Revenue	-	231,912	265,500	273,465
TOTAL SPECIAL REVENUE FUNDS	20,234,254	11,919,120	13,950,792	13,771,916
<u>GRANT REVENUE FUNDS</u>				
Workforce Development	3,357,236	2,874,400	1,812,595	1,866,973
Community Development	1,905,914	1,861,110	1,917,000	1,974,510
WIC Program	568,083	583,068	534,920	550,968
Other Grants	5,000,284	3,915,245	4,648,605	4,788,063
TOTAL GRANT REVENUE FUNDS	10,831,517	9,233,823	8,913,120	9,180,513

SUMMARY OF EXPENDITURES AND APPROPRIATIONS
ALL FUND TYPES (continued)

	<u>1999-2000</u> <u>Actual</u>	<u>2000-2001</u> <u>Adopted</u>	<u>2001-2002</u> <u>Adopted</u>	<u>2002-2003</u> <u>Projected</u>
<u>CAPITAL PROJECTS FUNDS</u>				
Capital Improvements Sales Tax	\$ 7,757,183	\$ 7,850,000	\$ 8,625,000	\$ 8,883,750
Public Works/Other Improvements	1,445,804	1,995,000	2,120,000	2,183,600
Developer Agreement Projects	152,868	178,000	513,000	528,390
Capital Leases	1,406,200	1,184,900	10,571,849	10,889,004
TOTAL CAPITAL PROJECTS FUNDS	10,762,055	11,207,900	21,829,849	22,484,744
<u>DEBT SERVICE FUNDS</u>				
General Obligation Bonds	12,891,430	10,819,518	19,627,769	20,216,602
Revenue Bonds/Lease Certificates	1,916,844	3,570,000	2,039,000	2,100,170
TOTAL DEBT SERVICE FUNDS	14,808,274	14,389,518	21,666,769	22,316,772
<u>ENTERPRISE FUNDS</u>				
Sanitary Sewerage System	19,037,215	20,415,000	20,590,000	21,207,700
Regional Airport	8,500,922	10,200,950	18,394,078	18,945,900
Solid Waste	3,651,570	3,175,000	3,400,000	3,502,000
Golf	2,287,720	2,996,296	3,021,296	3,111,935
TOTAL ENTERPRISE FUNDS	33,477,427	36,787,246	45,405,374	46,767,535
<u>INTERNAL SERVICE FUNDS</u>				
Self-Insurance	1,016,596	1,023,946	1,055,678	1,087,348
Printshop	239,345	223,770	230,874	237,800
Service Center	2,129,559	2,130,000	2,185,000	2,250,550
TOTAL INTERNAL SERVICE FUNDS	3,385,500	3,377,716	3,471,552	3,575,699
TOTAL ALL FUND TYPES	\$ 167,544,973	\$ 161,890,920	\$ 194,982,793	\$ 200,234,876

DEBT SERVICE

SUMMARY OF DEBT SERVICE REQUIREMENTS FOR ALL OUTSTANDING INDEBTEDNESS

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (3)

The budget shall provide:

A statement of the amount required for the payment of interest, amortization and redemption charges on the debt of the City.

DEBT SERVICE

2001-2002 REQUIREMENTS

GENERAL OBLIGATION BONDS	Original Issue	Principal Outstanding July 1, 2000	Principal	Interest and Fees
General Obligation Refunding Issue, Series 1993	18,740,000	3,730,000	705,000	226,321
General Obligation Stormwater Improvement Bonds, Series 1998	5,000,000	2,000,000	2,000,000	95,641
Public Building Corporation Leasehold Revenue Bonds Series 1999 (Stormwater/Warning System/Firestations)	16,000,000	16,000,000	-	893,411
Public Building Corporation Leasehold Revenue Refunding Series 1997 (Busch Building)	6,365,000	4,895,000	385,000	234,162
Public Building Corporation Leasehold Improvement Revenue Series 1992 (Parks Tennis Facility)	1,265,000	750,000	85,000	46,300
Public Building Corporation Leasehold Improvement Revenue Series 1995 (Parks Improvement)	3,360,000	2,518,703	203,583	129,874
Public Building Corporation Leasehold Revenue Bonds Series 1998 (Jordan Valley Park)	8,500,000	8,380,000	65,000	425,154
Public Building Corporation Leasehold Revenue Bonds Series 2000A (Jordan Valley Park)	10,106,467	10,106,467	-	368,907
Public Building Corporation Leasehold Revenue Bonds Series 2000B (Recreation Ice)	8,850,000	8,850,000	40,000	537,328
Certificates of Participation Series 2000 (Law Enforcement Communication System Project)	7,430,000	7,430,000	-	395,220
TOTAL GENERAL OPERATING FUNDS	85,616,467	64,660,170	3,483,583	3,352,318
REVENUE BONDS				
State of Missouri State Highway Improvement Corporation Revenue Bonds, Series 1997	33,680,000	28,645,000	6,960,000	1,152,420
State of Missouri State Highway Improvement Corporation Highway Department Loans	2,870,000	2,870,000	-	114,815
State of Missouri State Revolving Fund Program Water Pollution Control, EIERA Series 1990, 1992, 1994, 1997 and 1998 (Sewerage System)	40,360,000	32,945,000	2,223,000	2,177,000
State of Missouri Wastwater Revolving Fund Notes, Non-Interest Bearing Series 1990, 1992 and 1994 (Sewerage System)	18,800,000	14,519,742	800,000	-
Public Building Corporation Leasehold Improvement Revenue Series 1995 (Golf)	4,650,000	3,485,765	280,000	177,393
Public Building Corporation Leasehold Improvement Revenue Series 1995 (Trunk Sewer)	1,975,000	1,480,533	119,669	76,342
Public Building Corporation Leasehold Refunding Series 1998 (Airport)	7,390,000	6,050,000	470,000	228,474
Public Building Corporation Leasehold Revenue Bonds Estimated Issue Date June 1, 2001 (Airport)	34,550,000	34,550,000	6,260,000	274,473
Missouri Transportation Finance Corporation (MTFC) Direct Loan for Airport Improvements 2000	2,100,000	2,100,000	675,000	131,880
Ozark Bank Loan 2000	1,143,333	1,143,333	81,667	70,346
TOTAL ENTERPRISE FUNDS	147,518,333	127,789,373	17,869,336	4,403,143
	\$ 233,134,800	\$ 192,449,543	\$ 21,352,919	\$ 7,755,461

Human Resources Full-Time Equivalents



**BUDGETED POSITIONS BY FUND
FISCAL YEARS 2000 - 2002**
FULL - TIME EQUIVALENTS

	1999-2000 <u>Actual</u>	2000-2001 <u>Adopted</u>	2001-2002 <u>Adopted</u>
<u>GENERAL OPERATING FUND DEPARTMENTS</u>			
Building Development Services	25.50	25.50	25.50
City Attorney	18.00	18.00	18.00
City Clerk	5.50	5.50	5.50
City Manager	8.00	8.00	8.00
Emergency Communications	47.00	47.00	47.00
Finance	31.00	31.00	31.00
Fire	210.00	210.00	210.00
Human Resources	13.50	14.00	14.00
Information Systems	19.00	21.00	21.00
Mayor's Commission	2.00	2.00	2.00
Municipal Court	23.00	24.00	24.00
Planning and Development	15.67	15.67	15.67
Police	320.00	320.00	320.00
Public Health Services	86.00	87.00	87.00
Public Information Office	12.00	12.00	12.00
Public Parks	77.00	79.00	79.00
Public Works	102.15	102.15	102.15
Public Works - Transportation	98.90	98.90	98.90
Total General Operating Funds	1,114.22	1,120.72	1,120.72
Average Annual Increase (Decrease) 2000-2002			0.3%
<u>GRANTS AND SPECIAL REVENUE FUNDS</u>			
Art Museum	13.38	13.38	13.38
Law Enforcement	54.00	86.00	86.00
Hotel/Motel Tax	1.00	1.00	1.00
Grant Funds - Community Development	11.05	11.05	11.05
- Home Investment	1.50	1.50	1.50
- Planning	2.78	4.78	4.78
- Public Health	8.00	8.00	7.00
- WIC Program	8.00	8.00	8.00
- Workforce Development	26.00	44.00	43.00
Total Grants and Special Revenue Funds	125.71	177.71	175.71
<u>ENTERPRISE AND INTERNAL SERVICE FUNDS</u>			
Golf	18.00	18.00	18.00
Regional Airport	64.60	64.60	67.00
Sanitary Sewer System	90.00	84.00	84.00
Solid Waste	25.60	25.60	25.60
Printshop	2.00	2.00	2.00
Self-Insurance	4.00	4.00	4.00
Service Center	15.35	22.35	22.35
Total Enterprise and Internal Service Funds	219.55	220.55	222.95
TOTAL FULL-TIME EQUIVALENTS - ALL FUNDS	1,459.48	1,518.98	1,519.38
Average Annual Increase (Decrease) 2000-2002			2.1%

GENERAL OPERATING BUDGET

General Fund
Public Parks Fund
Public Health Services Fund
Public Works Transportation Fund

Budget Policies

- * **Maintain an appropriate level of general government services funded from current resources.**
- * **Maintain fund balance at a level of 8 - 10% of our operating funds budget.**
- * **Provide competitive pay and benefits to our employees for our market and region.**
 - * *Compare employee pay with those of the 20 cities surveyed and local salary information. Goal is to have the benchmarked positions in the middle 1/3 of the 20 city survey and competitive with local pay.*
 - * *Maintain salaries and benefits in the range 73-77% of the operating funds budget.*
- * **Provide a consistent level of service through appropriate use of non-recurring revenue.**
 - * *Use of one time revenue should be limited to non-recurring expenses such as land acquisition or major capital purchases.*
- * **Continue to look for new sources of revenue to improve the balance in the revenue structure.**
- * **Seek the best level of service at the least cost through City forces, private sector contracts and not for profit contracts.**
 - * *Contracts for private sector services will include a formal bid process to insure a equal opportunity for the City and private sector to submit competitive bids.*
 - * *Contracts with not for profit organizations will be evaluated based on how well the services meet a City priority or community need that is not otherwise being met.*
 - * *All contracts will include specific services to be provided and will require a financial and services accomplishments report.*

“Working With the Community” - Action Plan for the 2001-2002 Budget Year

Respond to Traffic/Transportation Priorities

- * Complete installation of 24 new traffic monitoring cameras.
- * Funding for enhanced accident analysis software to support accident reduction efforts.
- * Funding for red light indicator lights to support Police Department efforts.

Continues commitment to public safety

- * Completes the hiring of 60 new officers and 12 civilian employees.
- * Funding for first year of a three year plan to provide take home vehicles to police officers living inside the city limits.
- * Anticipates the opening of the south side district facility.

Center City Revitalization

- * Provides resources for the opening of Jordan Valley Park Recreational Ice Center.
- * Partial year funding for operations and maintenance of Jordan Valley Park.

Competitive employee pay

- * Provides for pay increases for all employees. LAGER employees have expressed desire that 4% of any pay increase be used for increased benefits.

Provides needed program support

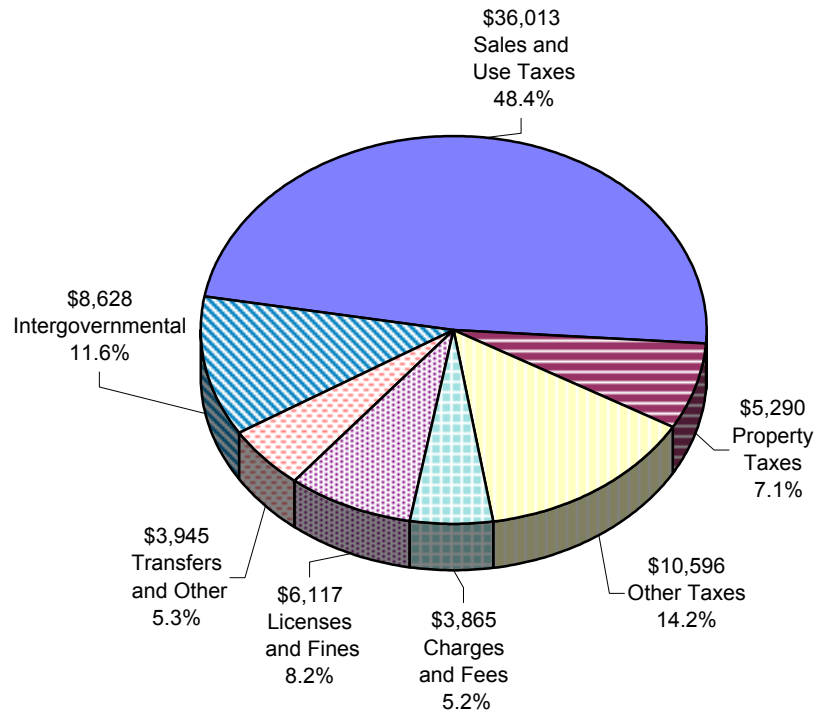
- * Provides funding to continue implementation of the City's Information Systems Master Plan.
- * Provides funding to address increasing operational needs in various departments.

Maintains operating reserves

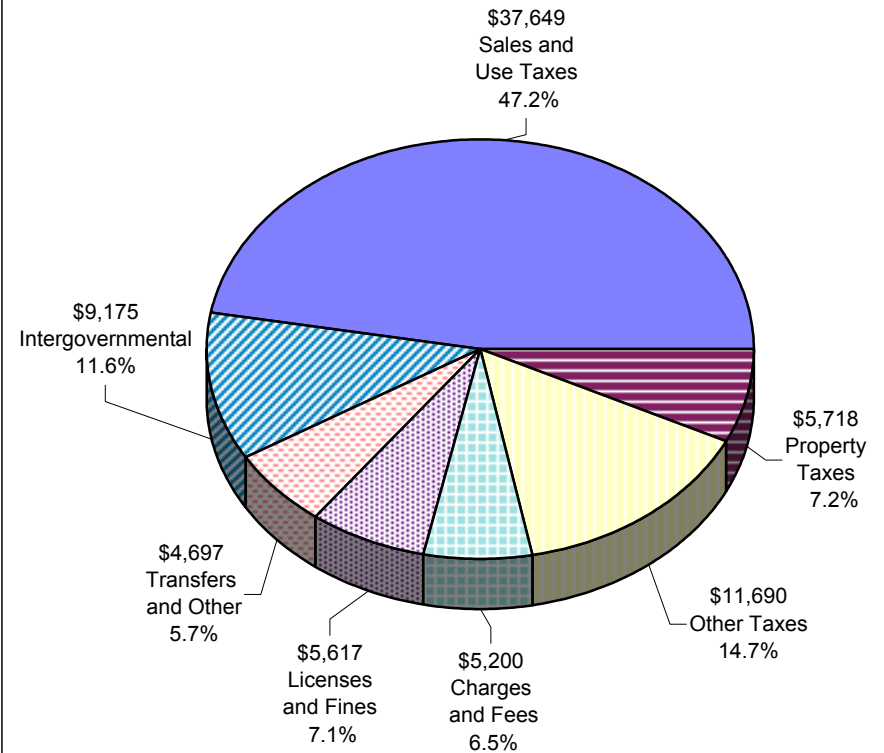
- * Projected 2001 ending fund balance should remain at the 8 - 10% goal.

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

2000-2001 OPERATING BUDGET RESOURCES - \$74,454,000 General Operating Funds

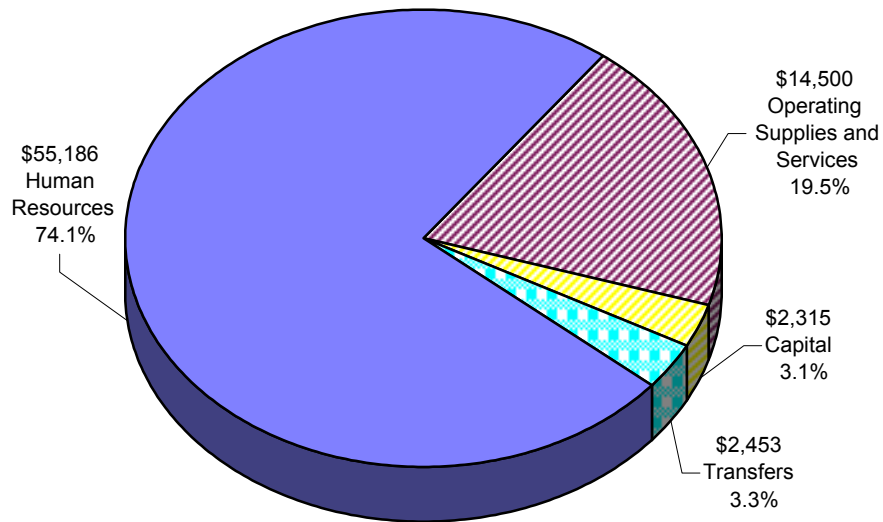


2001-2002 OPERATING BUDGET RESOURCES - \$79,746,000 General Operating Funds

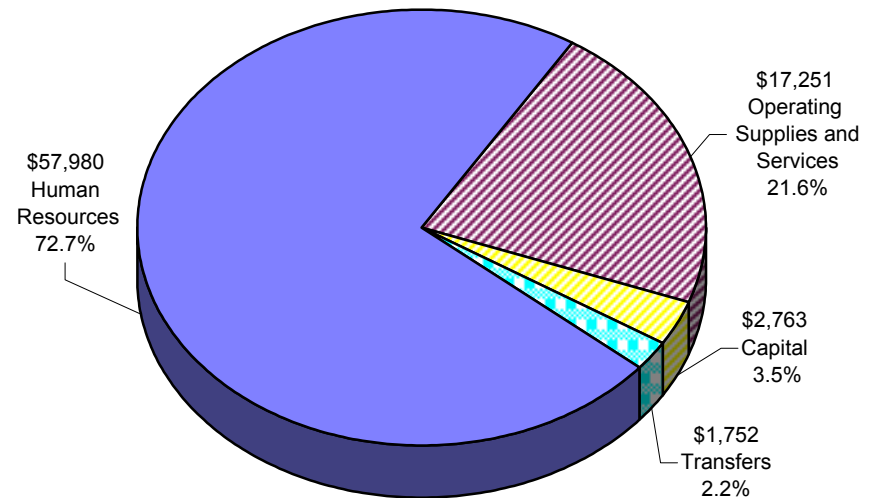


City of Springfield, Missouri - 2001-2002 Annual Operating Budget

2000-2001 OPERATING BUDGET APPROPRIATIONS - \$74,454,000 General Operating Funds



2001-2002 OPERATING BUDGET APPROPRIATIONS - \$79,746,000 General Operating Funds



All amounts are expressed in thousands. Intrafund transfers have been eliminated.

Overview of General Operating Budget

2001-2002 Proposed Budget	\$ 79,746,000
2000-2001 Adopted Budget	\$ 74,454,000
Increase 7.1%	<u>\$ 5,292,000</u>

Resources

Increase in Sales Tax and other General Fund
revenues due to anticipated economic growth

\$ 2,363,000 3.2%

Revenues from Recreational Ice Center- Jordan
Valley Park

1,400,000 1.9%

Use of reserve funds - General Fund

1,361,000 1.8%

Use of Reserve funds from Transportation Fund

168,000 .2%

\$ 5,292,000 7.1%

Expenditures

Fund with full-year funding for merit pay increases and pay
plan improvements approved by City Council in 2001 and
pay plan improvements for 2001-2002

\$ 2,414,000

Funding of operations of Jordan Valley Park Recreational
Ice Center

1,400,000

Resources needed to fund critical priorities

1,478,000

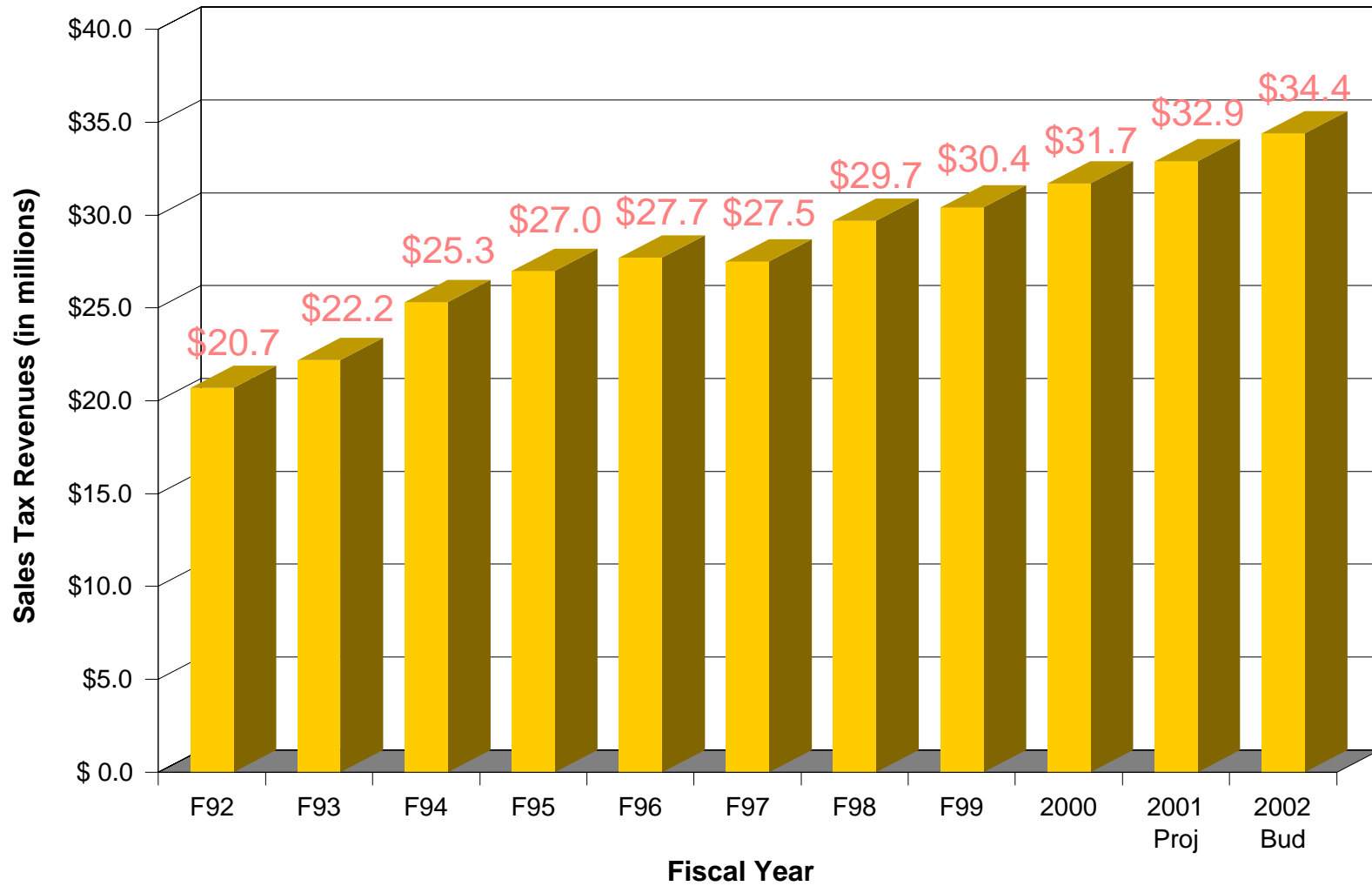
\$ 5,292,000

**PERFORMANCE
MEASUREMENTS
AND
BENCHMARKS**

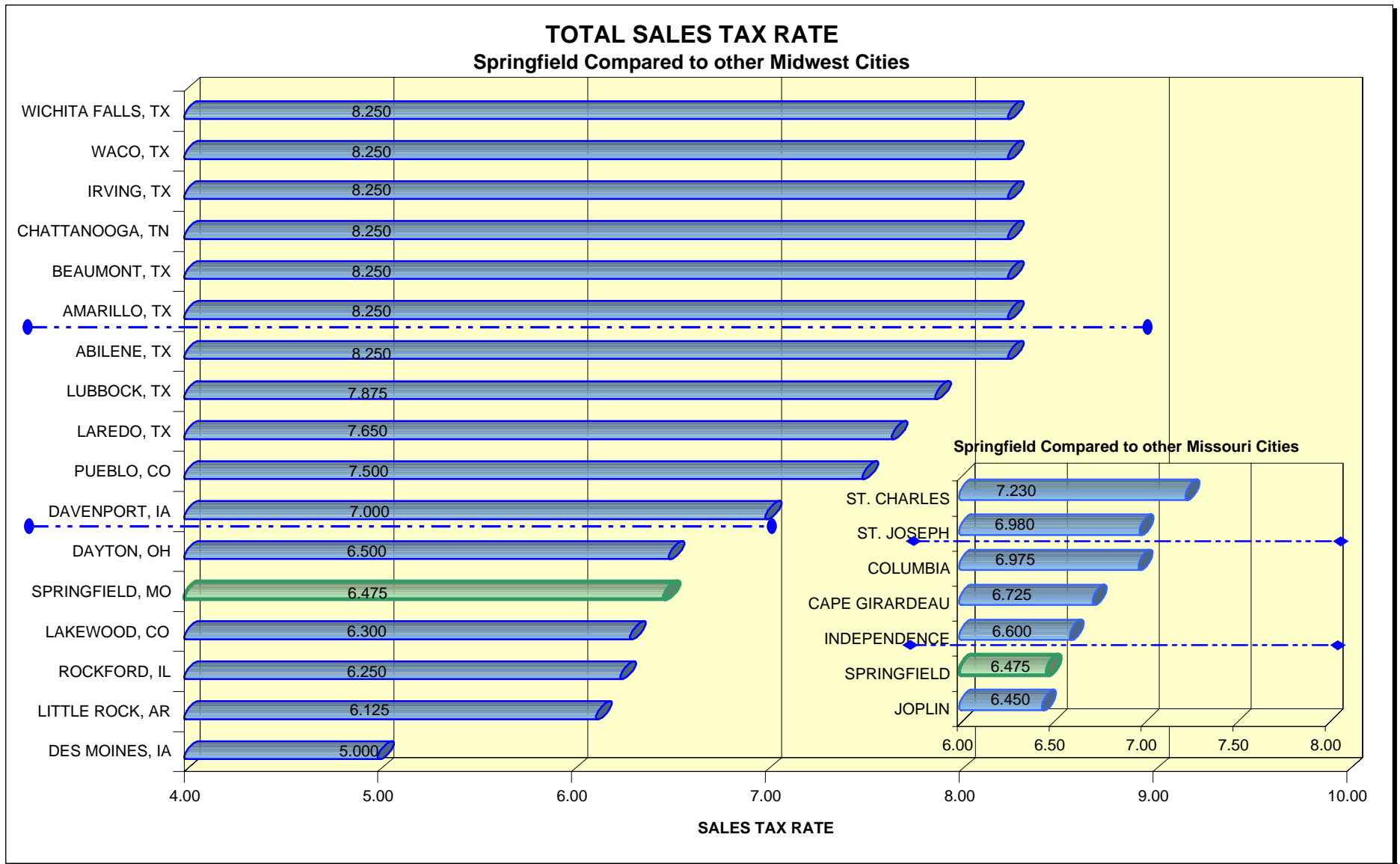
TAXING EFFORT

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

GENERAL SALES TAX RECEIPTS Fiscal Years 1992 - 2002



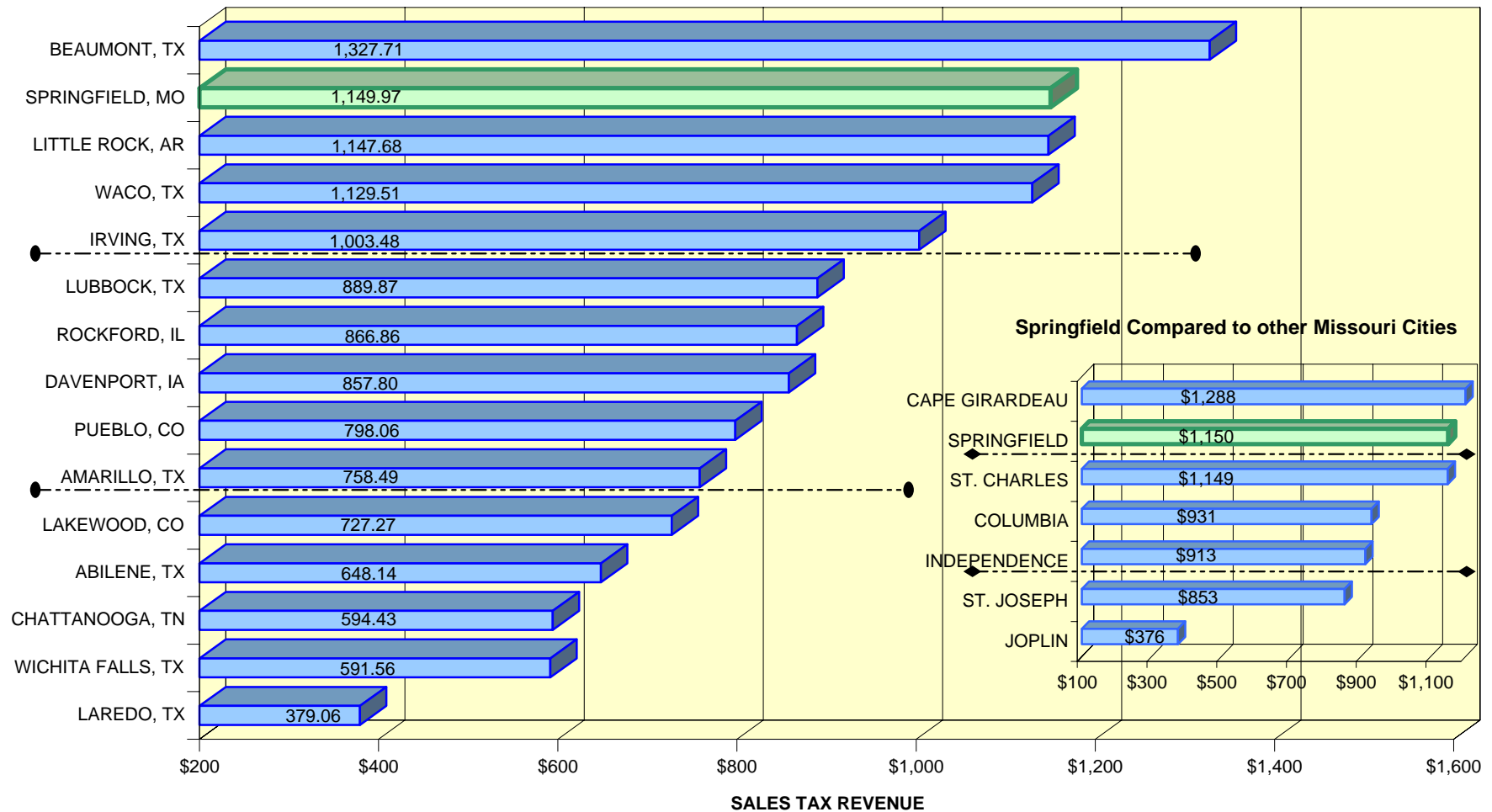
City of Springfield, Missouri - 2001-2002 Annual Operating Budget



Source: Statistical information from each city's 1999 or 2000 fiscal year Comprehensive Annual Financial Report.

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

SALES TAX REVENUE PER CAPITA
Springfield Compared to other Midwest Cities

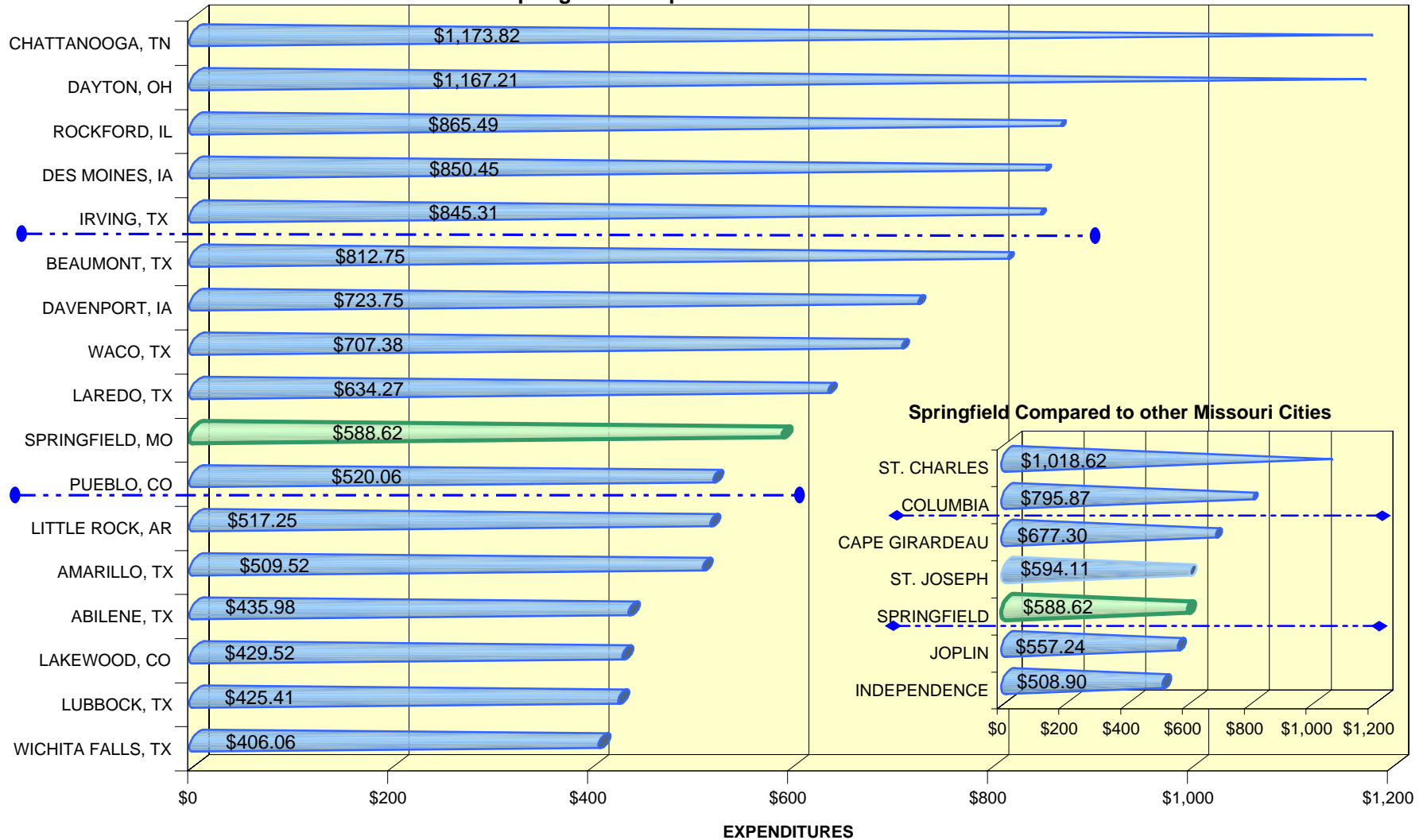


Source: Statistical information from each city's 1999 or 2000 fiscal year Comprehensive Annual Financial Report.

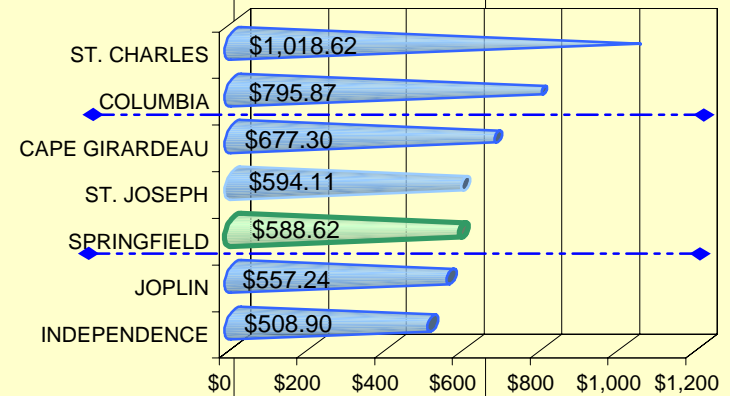
City of Springfield, Missouri - 2001-2002 Annual Operating Budget

GENERAL OPERATING EXPENDITURES PER CAPITA

Springfield Compared to other Midwest Cities



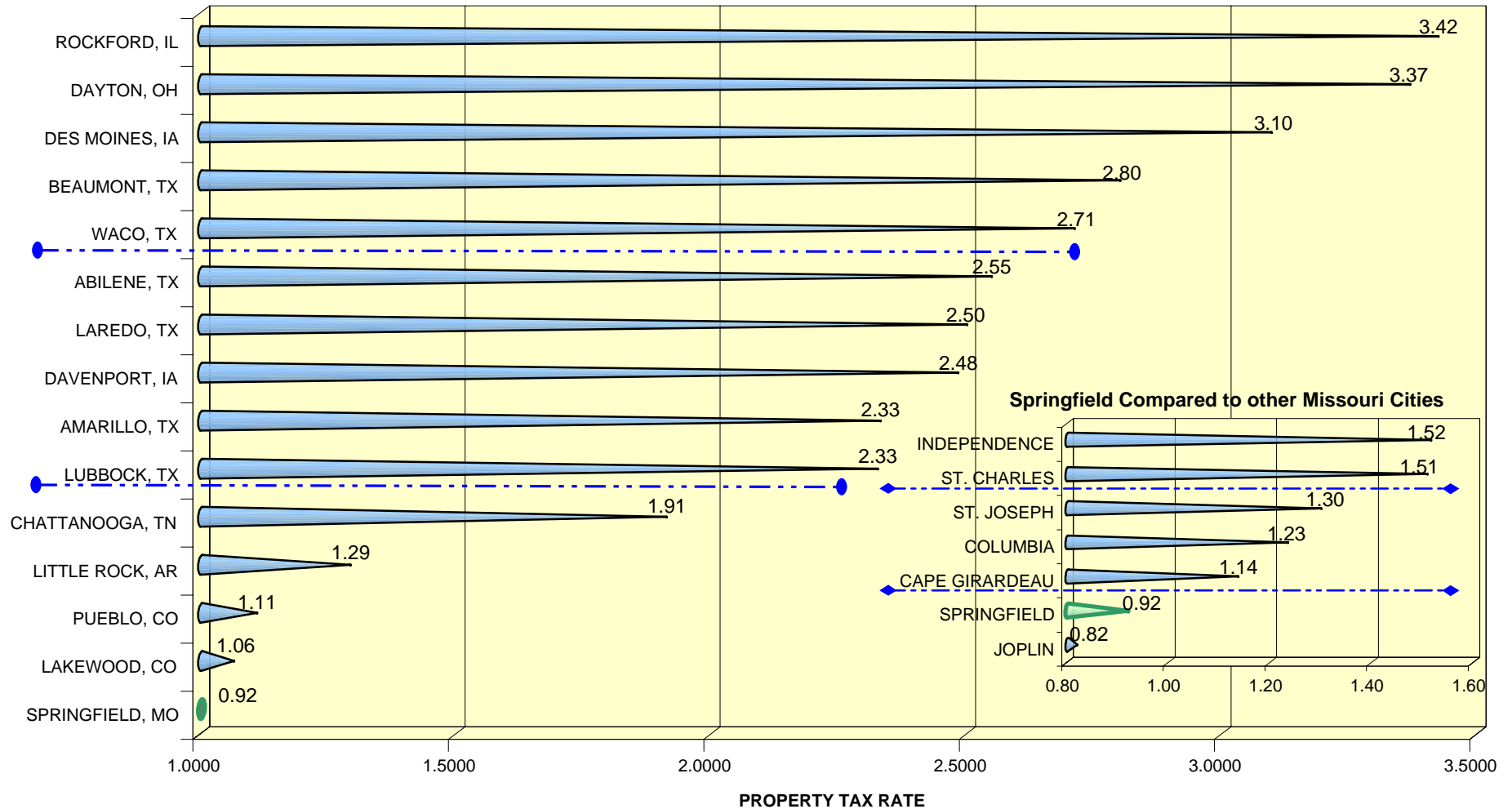
Springfield Compared to other Missouri Cities



City of Springfield, Missouri - 2001-2002 Annual Operating Budget

EFFECTIVE TOTAL PROPERTY TAX RATE

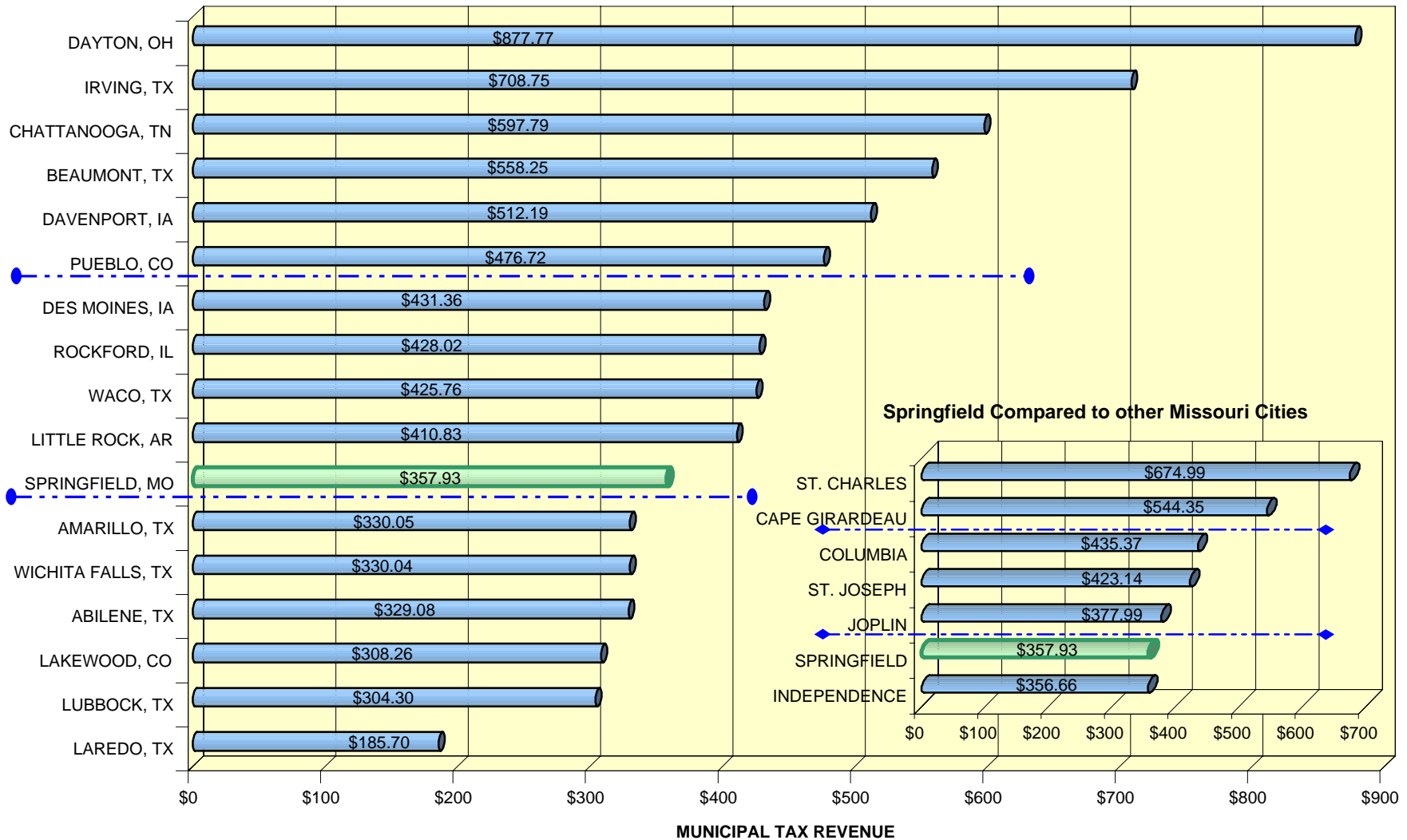
Springfield Compared to other Midwest Cities



City of Springfield, Missouri - 2001-2002 Annual Operating Budget

TOTAL MUNICIPAL TAX REVENUE PER CAPITA

Springfield Compared to other Midwest Cities

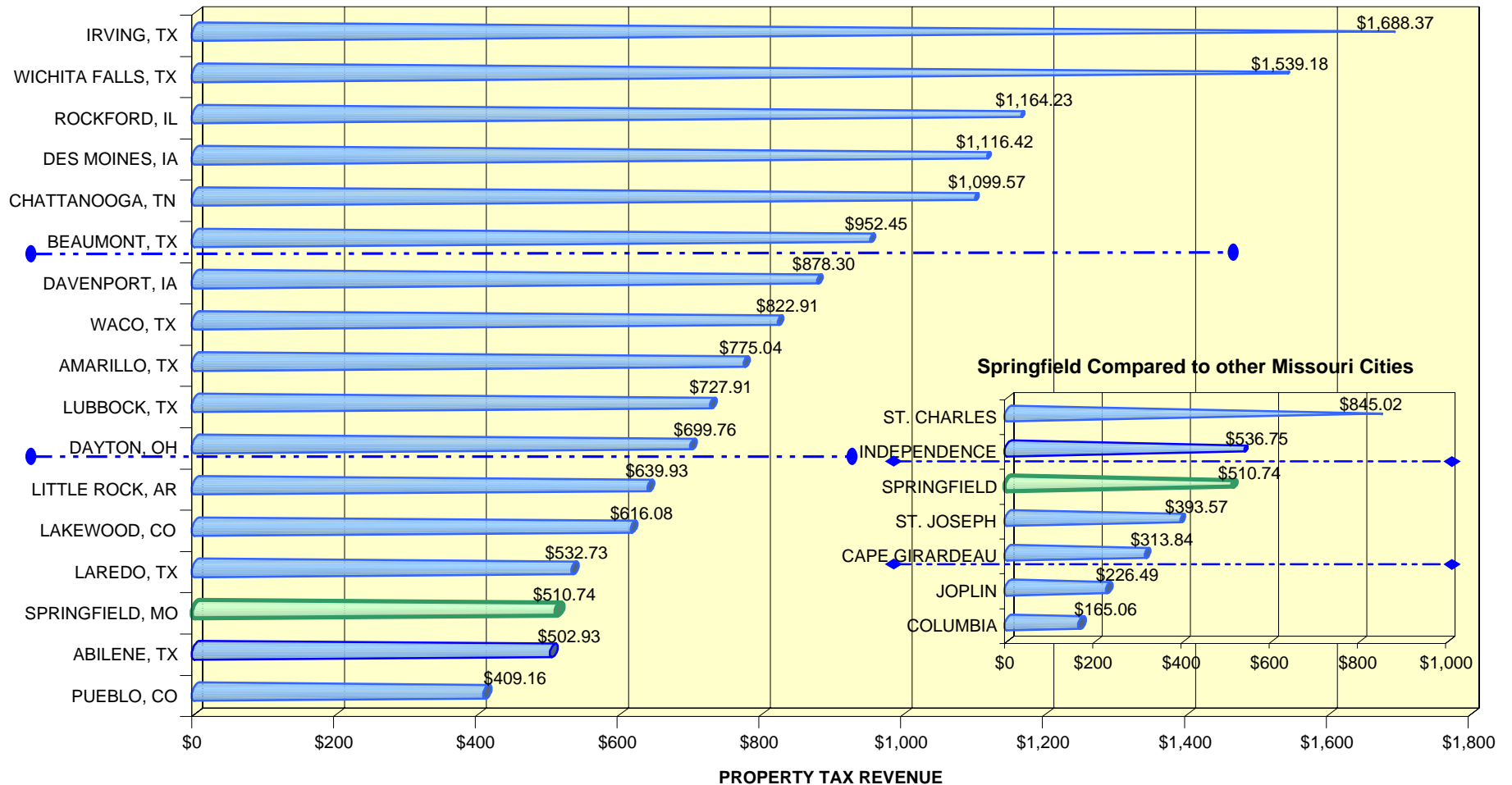


Source: Statistical information from each city's 1999 or 2000 fiscal year Comprehensive Annual Financial Report.

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

TOTAL PROPERTY TAX REVENUE PER CAPITA

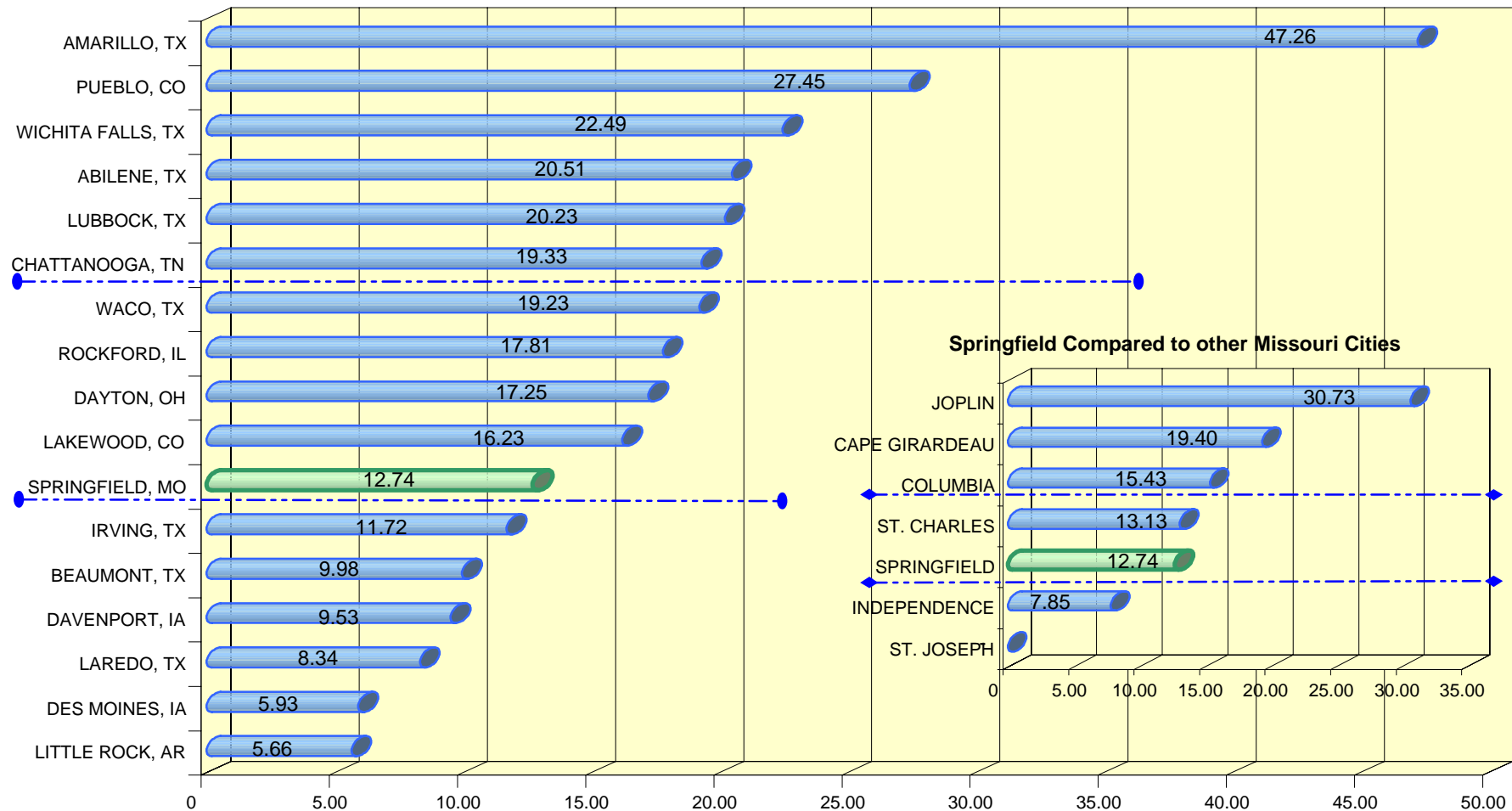
Springfield Compared to other Midwest Cities



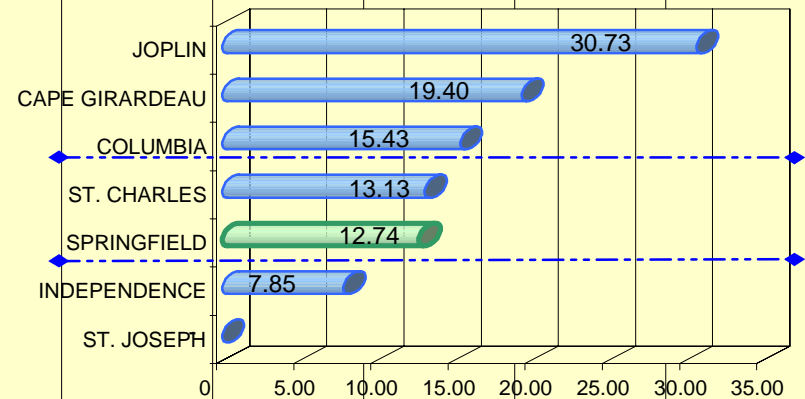
Source: Statistical information from each city's 1999 or 2000 fiscal year Comprehensive Annual Financial Report.

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

UNRESERVED GENERAL FUND BALANCE PER FUND EXPENDITURE Springfield Compared to other Midwest Cities



Springfield Compared to other Missouri Cities

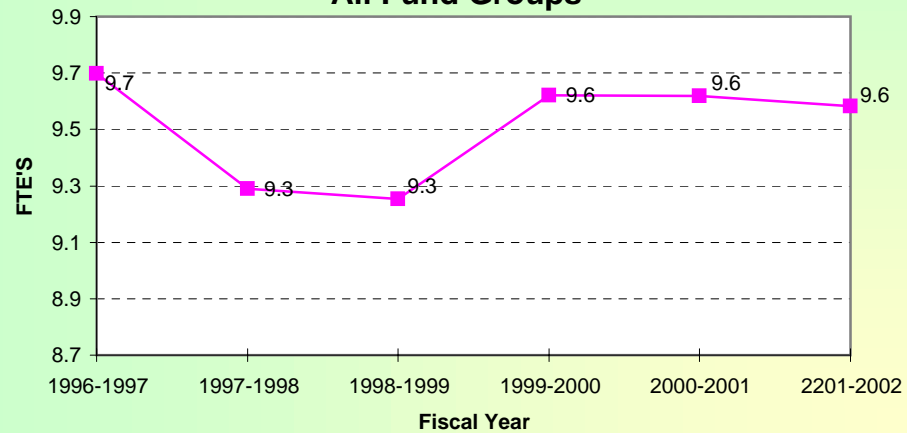


Source: Statistical information from each city's 1999 or 2000 fiscal year Comprehensive Annual Financial Report.

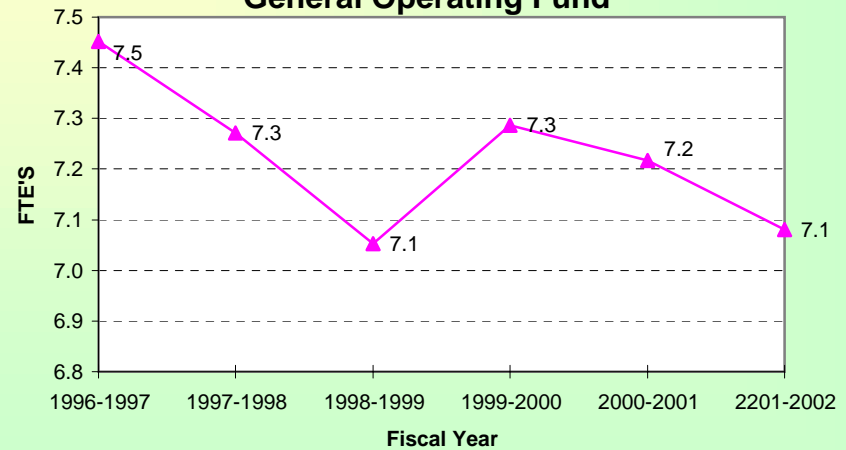
EMPLOYEE DATA

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

**Budgeted FTE'S
Per 1,000 Population
All Fund Groups**



**Budgeted FTE'S
Per 1,000 Population
General Operating Fund**

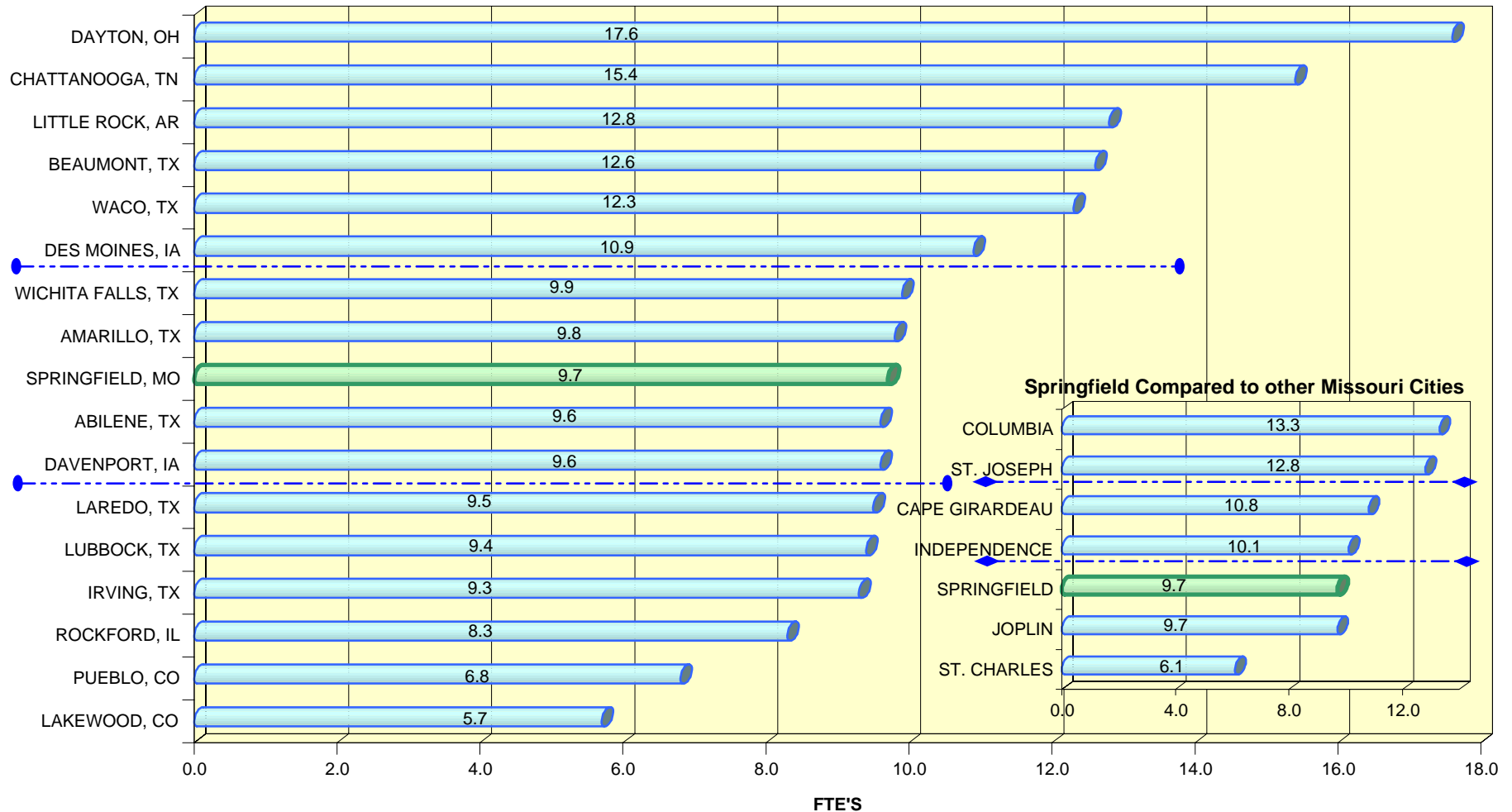


Excludes FTE's from voter approved Law Enforcement Sales Tax.

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

BUDGETED FTE'S PER 1,000 POPULATION

Springfield Compared to other Midwest Cities

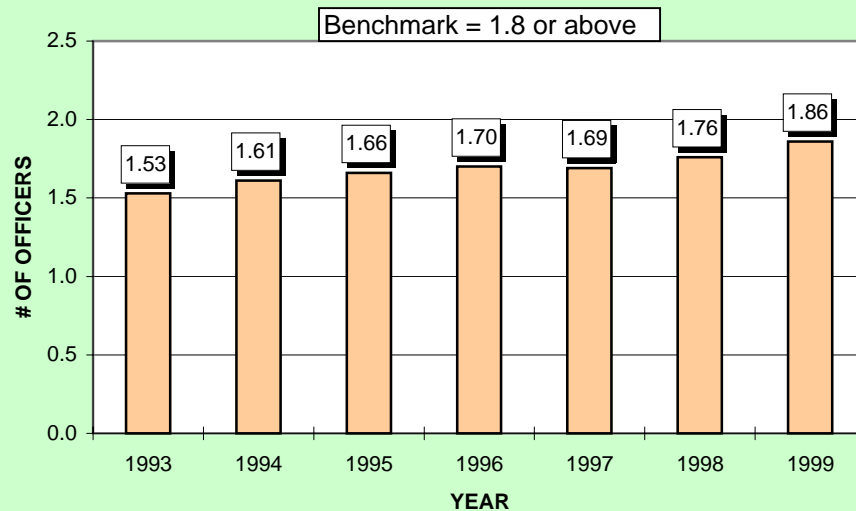


Source: Statistical information from each city's 1999 or 2000 fiscal year Comprehensive Annual Financial Report.

PUBLIC SAFETY

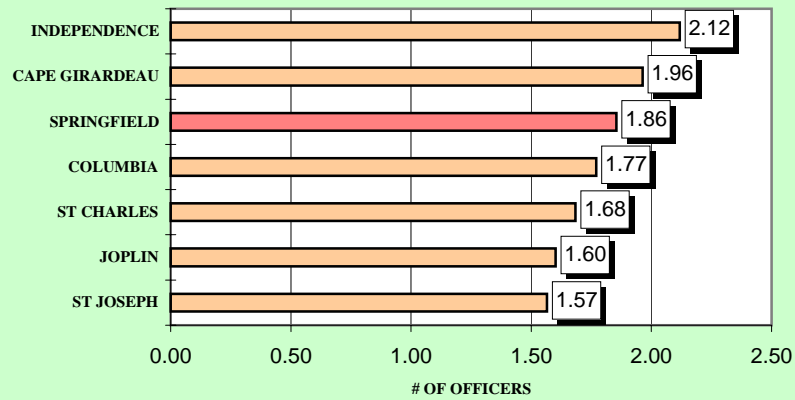
City of Springfield, Missouri - 2000-2001 Annual Operating Budget

SWORN OFFICERS PER 1,000 POPULATION
Police Department Benchmark



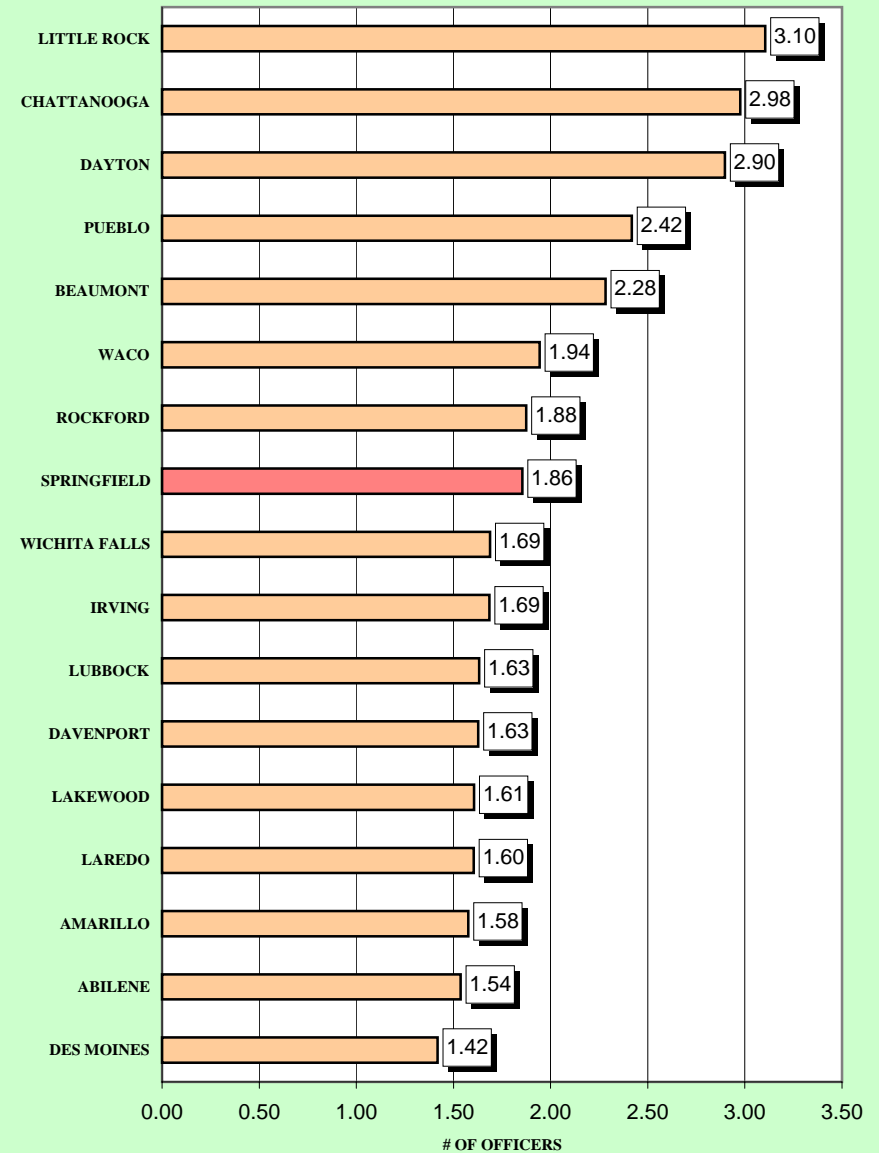
Source: Police Data Sheet 1989-1999.

SWORN OFFICERS PER 1,000 POPULATION
Springfield Compared to Other Missouri Cities



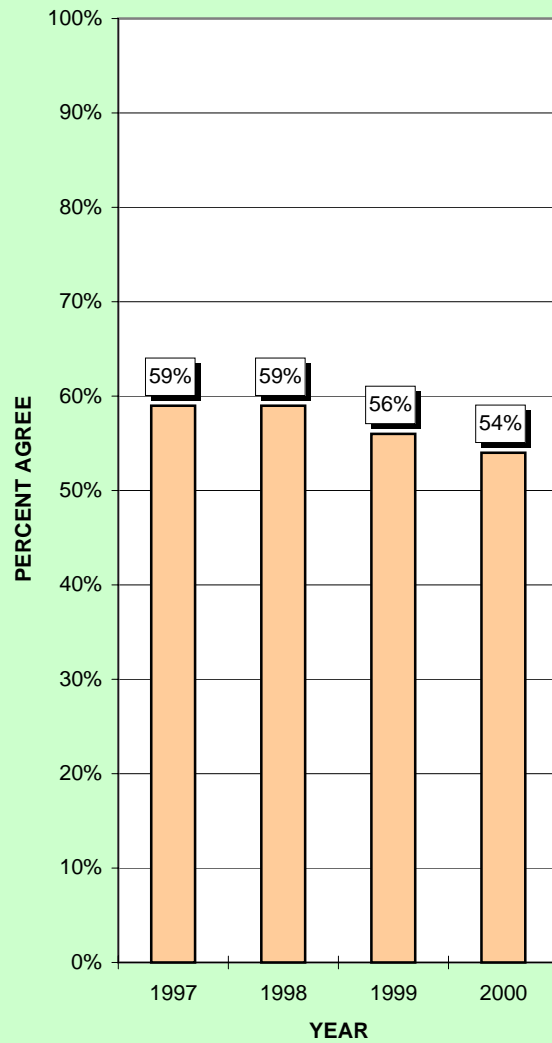
Source: Statistical information from each cities 1998 or 1999 fiscal year Comprehensive Annual Financial Report

SWORN OFFICERS PER 1,000 POPULATION
Springfield Compared to other Midwest Cities

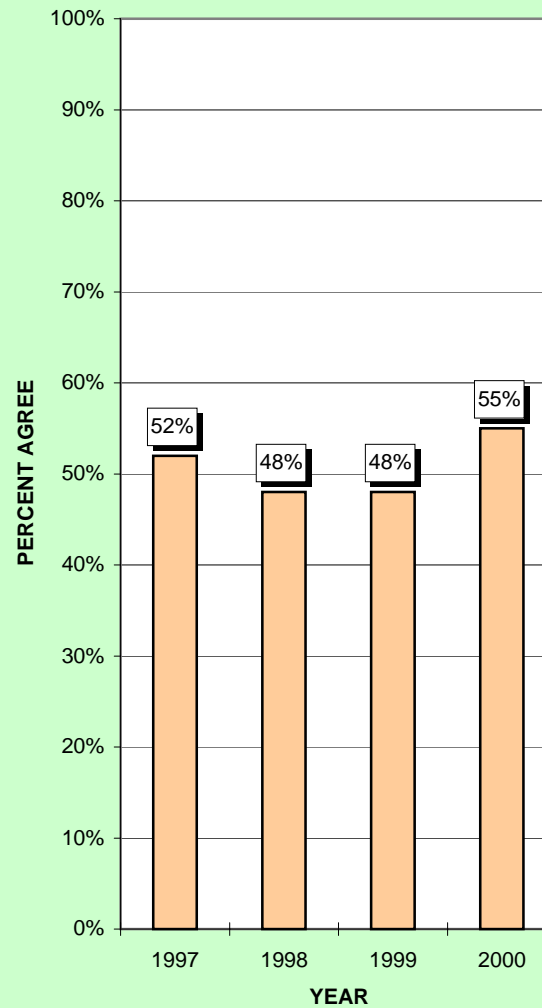


City of Springfield, Missouri - 2001-2002 Annual Operating Budget

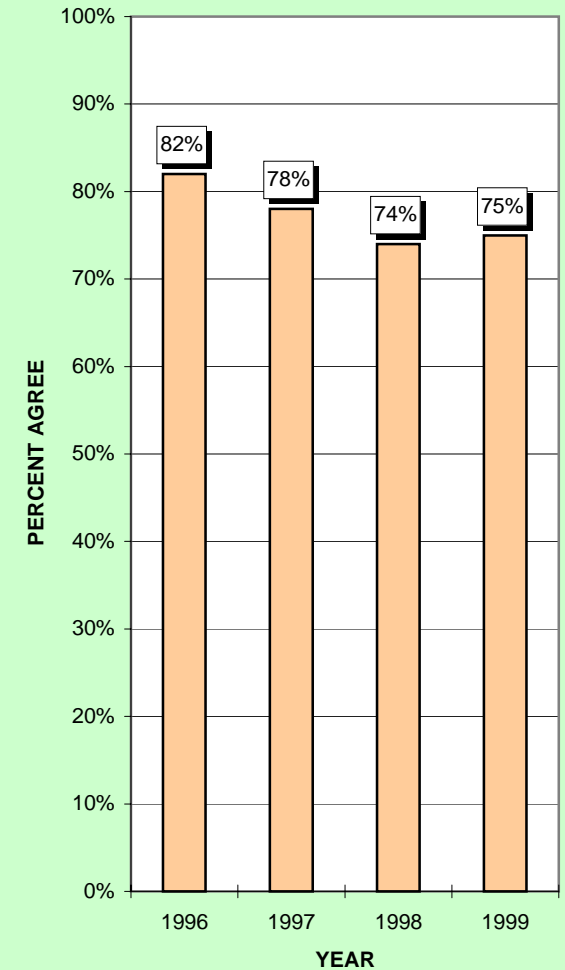
I FEEL SATISFIED WITH THE POLICE HANDLING OF THE INCIDENT



THE AMOUNT OF TIME IT TOOK POLICE TO RESPOND TO MY CALL WAS SATISFACTORY

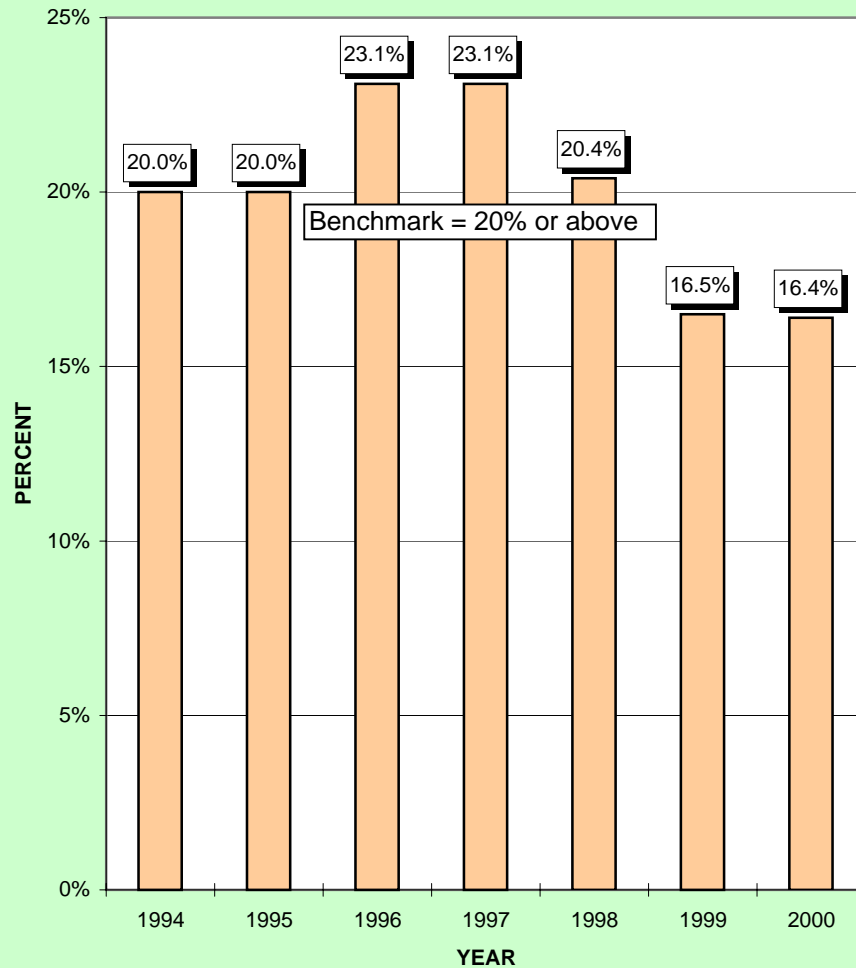


DEPARTMENT REPS WERE FAIR, COURTEOUS, AND RESPECTFUL IN THEIR DEALINGS WITH ME DURING THE LAST 12 MONTHS



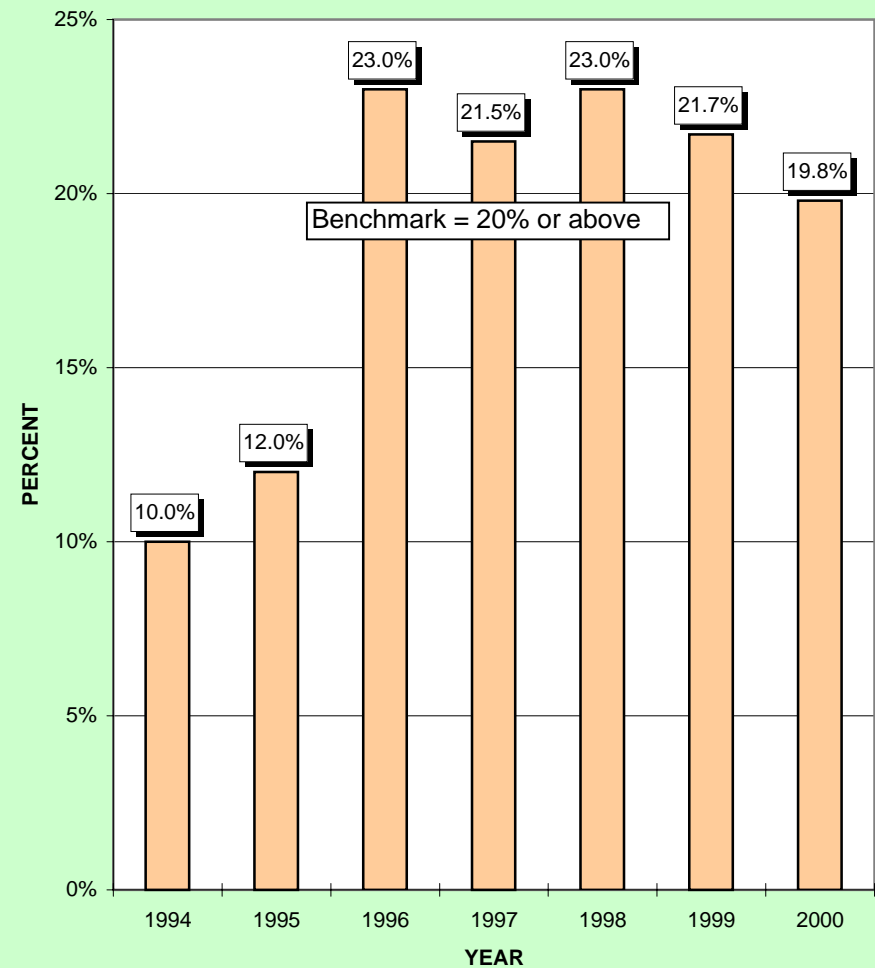
City of Springfield, Missouri - 2001-2002 Annual Operating Budget

PART 1 CRIME CLEARANCE RATE Police Department Benchmark



Source: Uniform Crime Report.

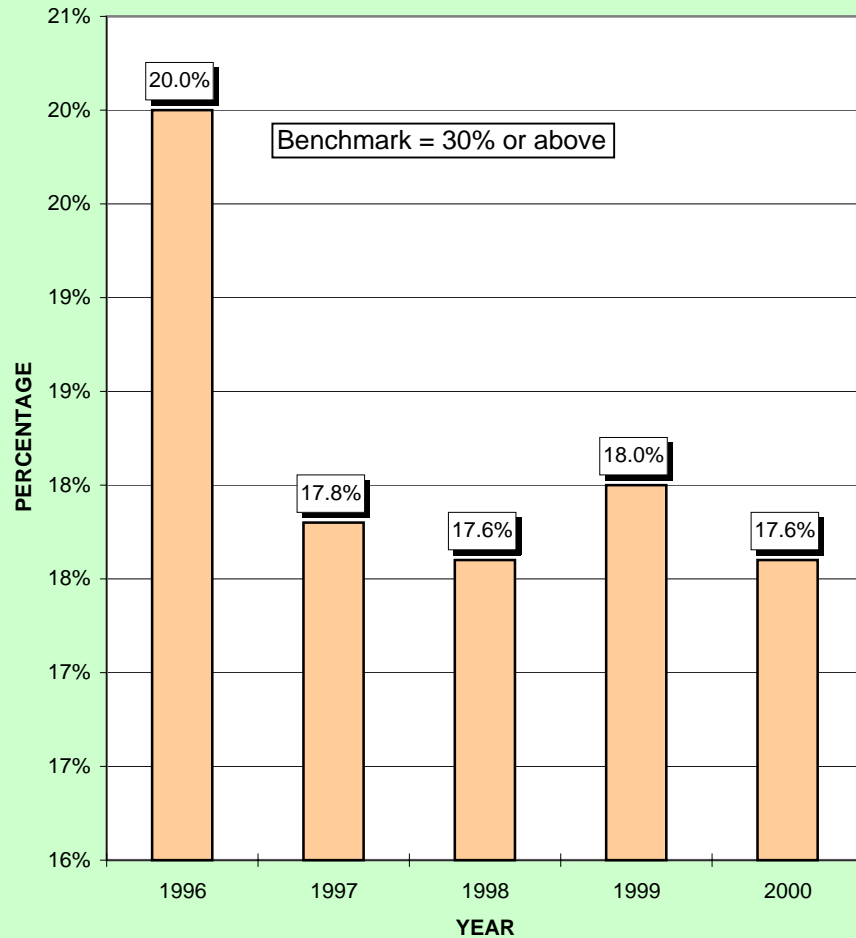
PERCENT CASES ASSIGNED FOR FOLLOW-UP Police Department Benchmark



Source: CID Annual Report.

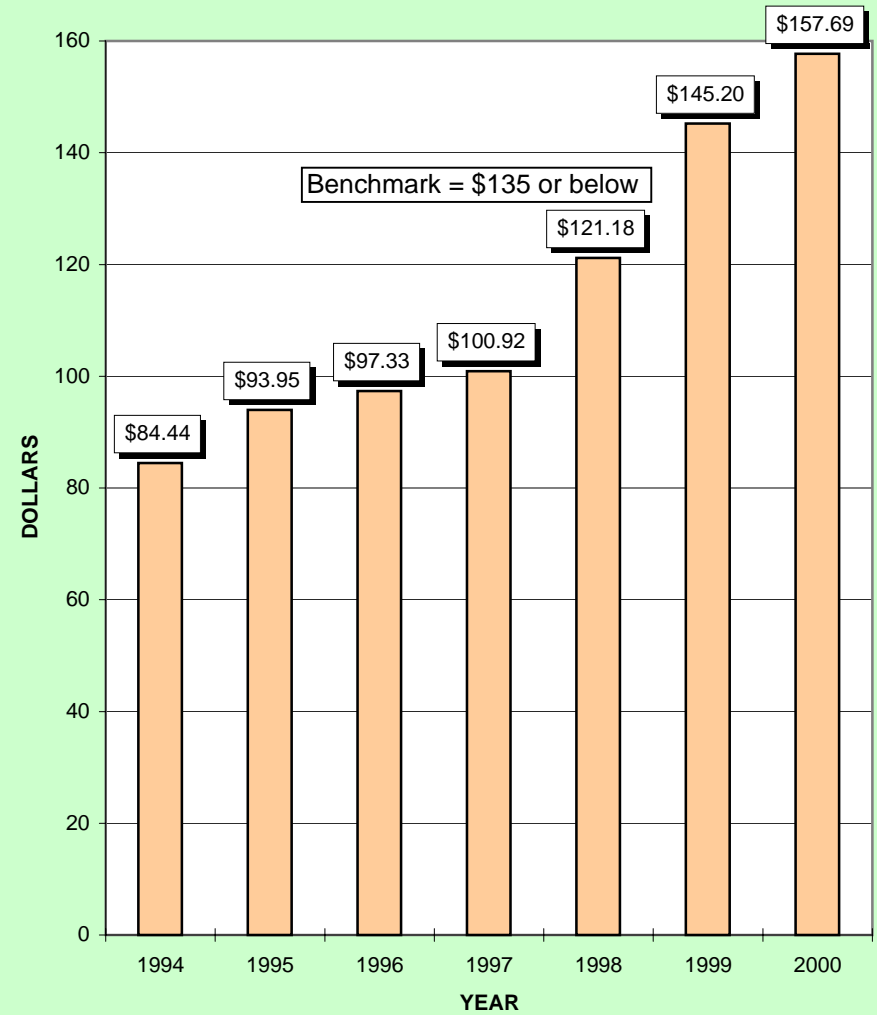
City of Springfield, Missouri - 2001-2002 Annual Operating Budget

PERCENT PRO-ACTIVE PATROL TIME Police Department Benchmark



Source: 1996-2000 Uniform Division Daily Activity Report.
This is no longer being tabulated and includes only the period Jan - June 2000.

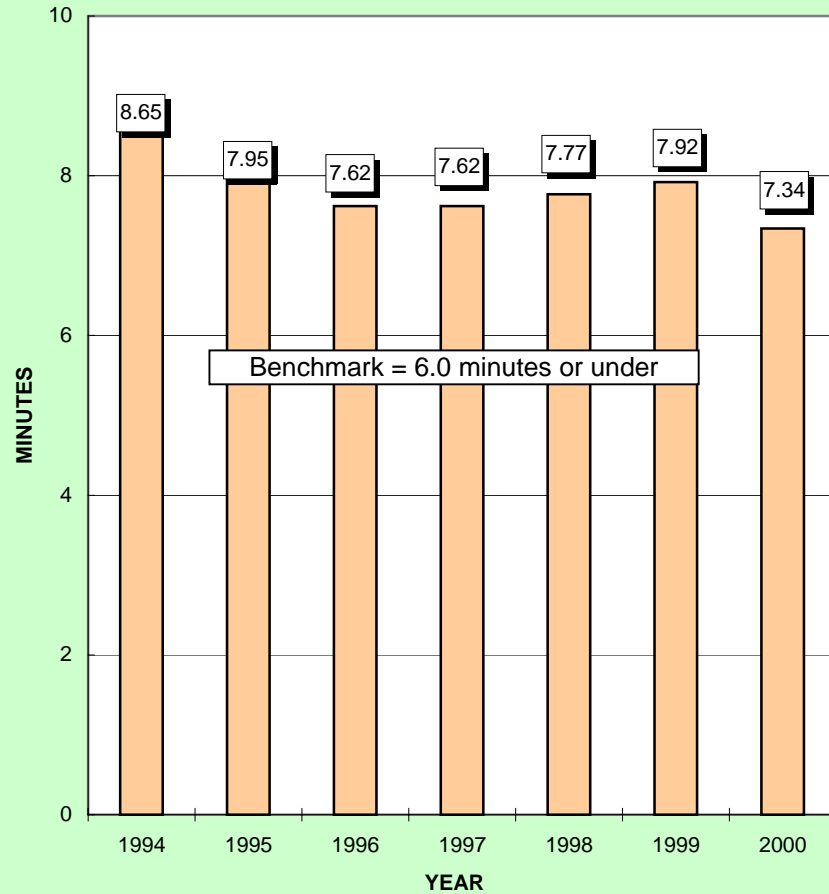
COST PER CAPITA Police Department Benchmark



Source: Police Data Sheet 1994-2000.

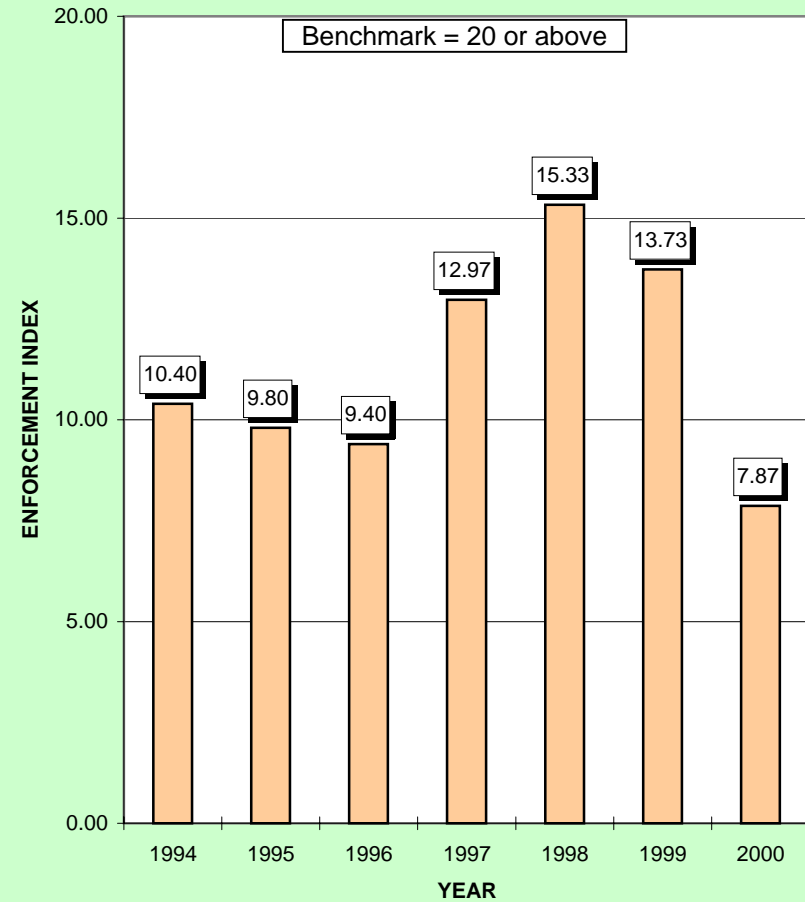
City of Springfield, Missouri - 2001-2002 Annual Operating Budget

AVERAGE PRIORITY 1 CFS RESPONSE TIME Police Department Benchmark



Source: Police Data Sheet 1994-2000.

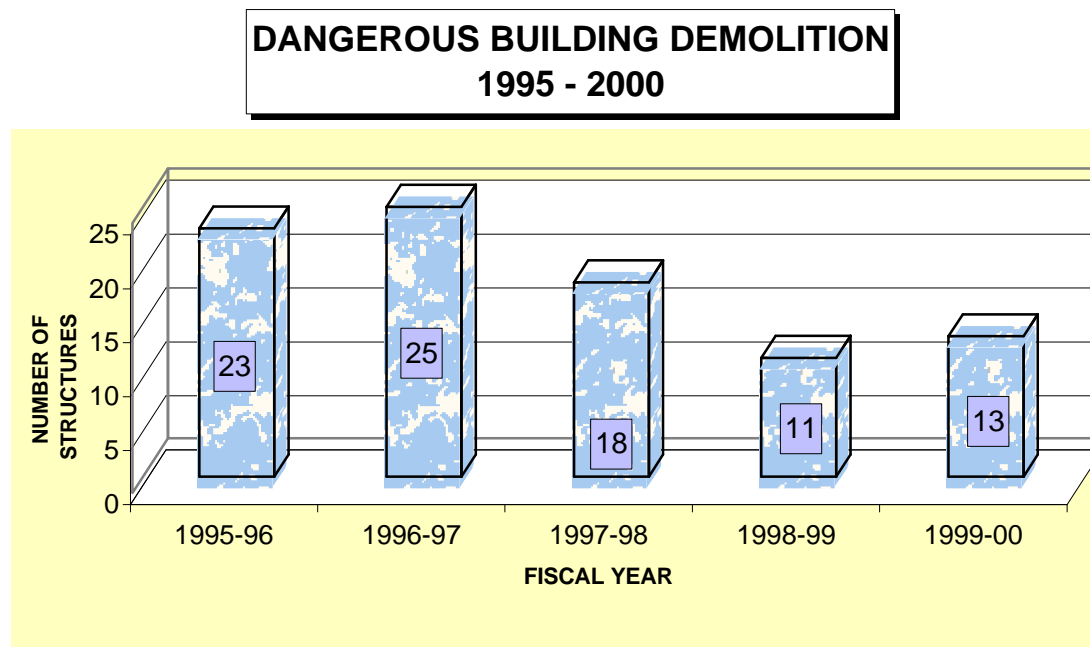
TRAFFIC ENFORCEMENT INDEX Police Department Benchmark



Source: Police Department Traffic Summary Reports and Municipal Court Records.

DANGEROUS BUILDING DEMOLITION 5-YEAR HISTORY

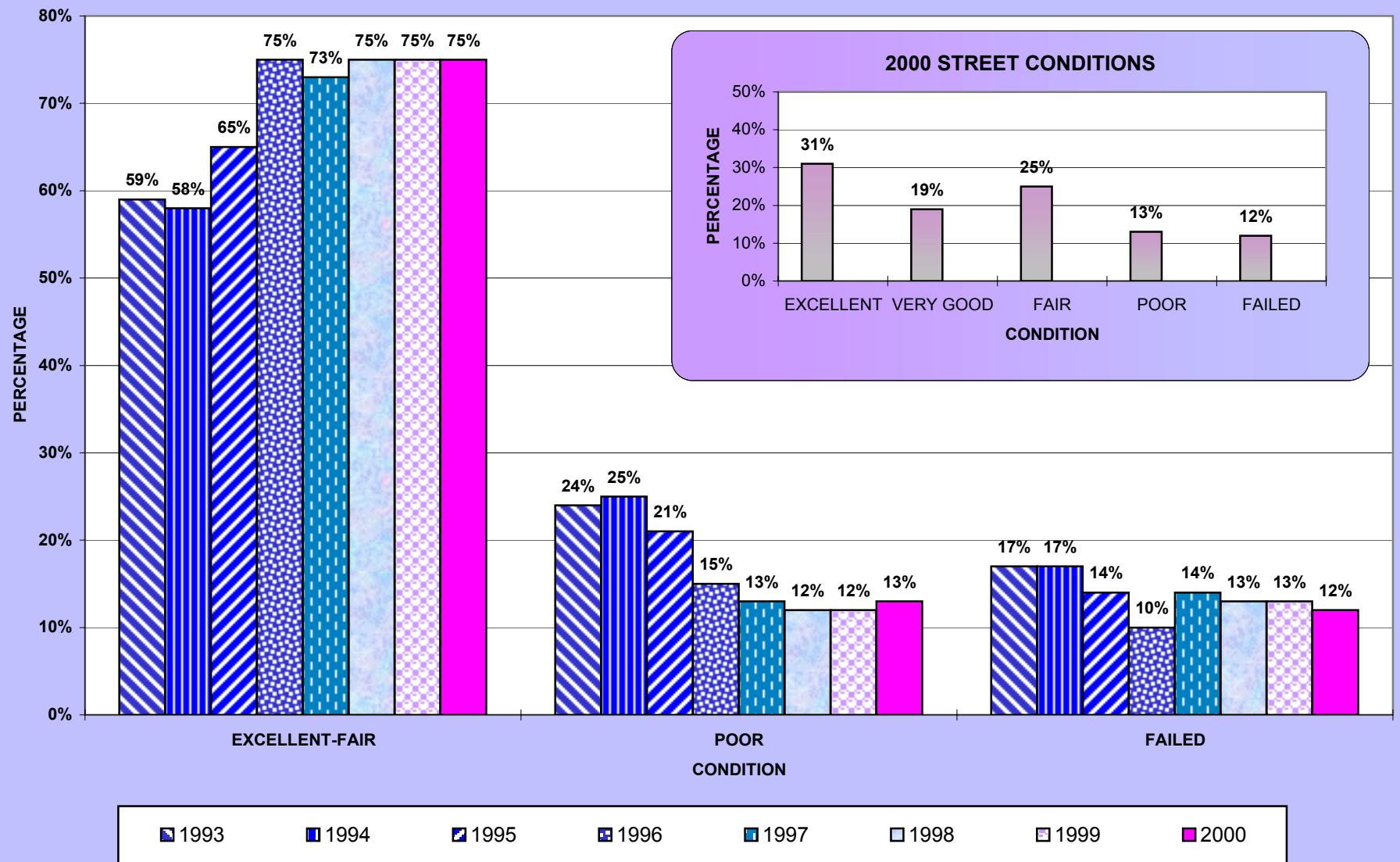
FISCAL YEAR	NUMBER OF STRUCTURES	TOTAL	BOARD UP	DEMOLITION	OTHER
1995-96	23	138,526	1,500	135,736	1,290
1996-97	25	144,853	1,453	143,400	-
1997-98	18	101,466	241	98,750	2,475
1998-99	11	22,248	2,741	19,507	-
1999-00	13	42,534	764	41,470	300
TOTAL	90	\$ 449,627	\$ 6,699	\$ 438,863	\$ 4,065



STREET PAVING EFFORTS

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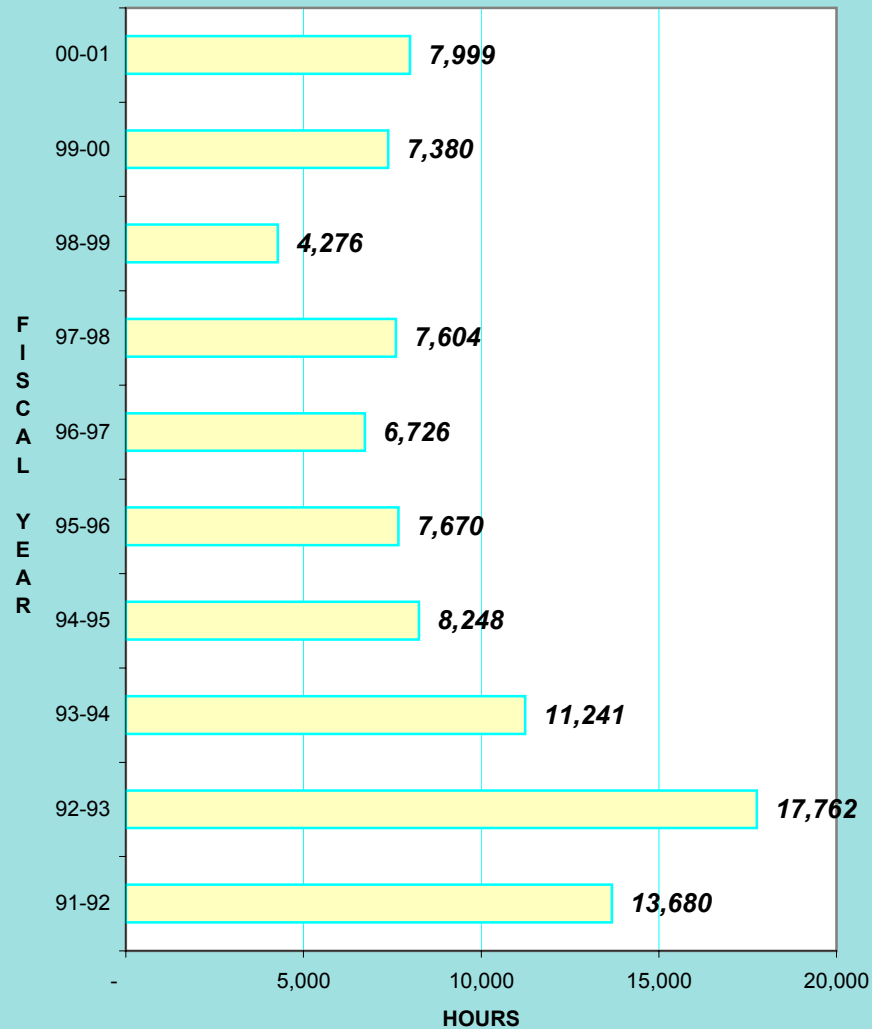
STREET CONDITIONS 1993-2000



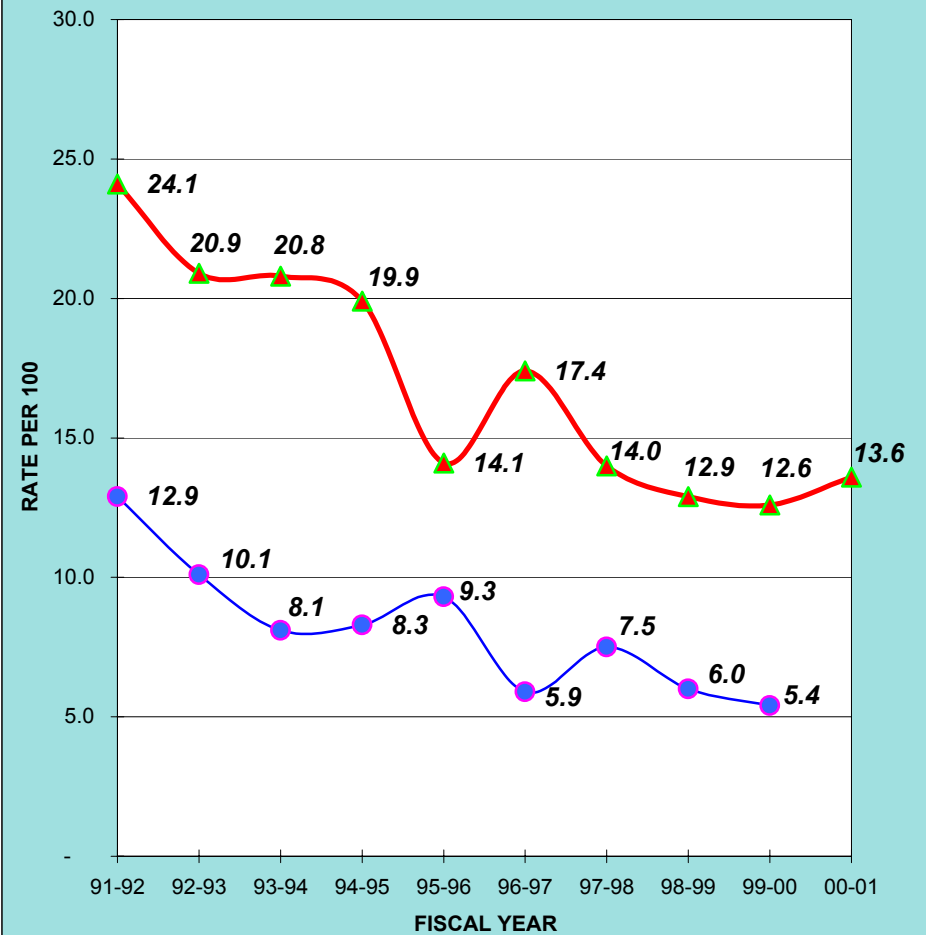
WORKERS' COMPENSATION

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

WORKERS' COMPENSATION HOURS OF LOSS TIME



WORKERS' COMPENSATION INCIDENCE RATE PER 100 EMPLOYEES



▲ CITY OF SPRINGFIELD
 ● NATIONAL SAFETY COUNCIL

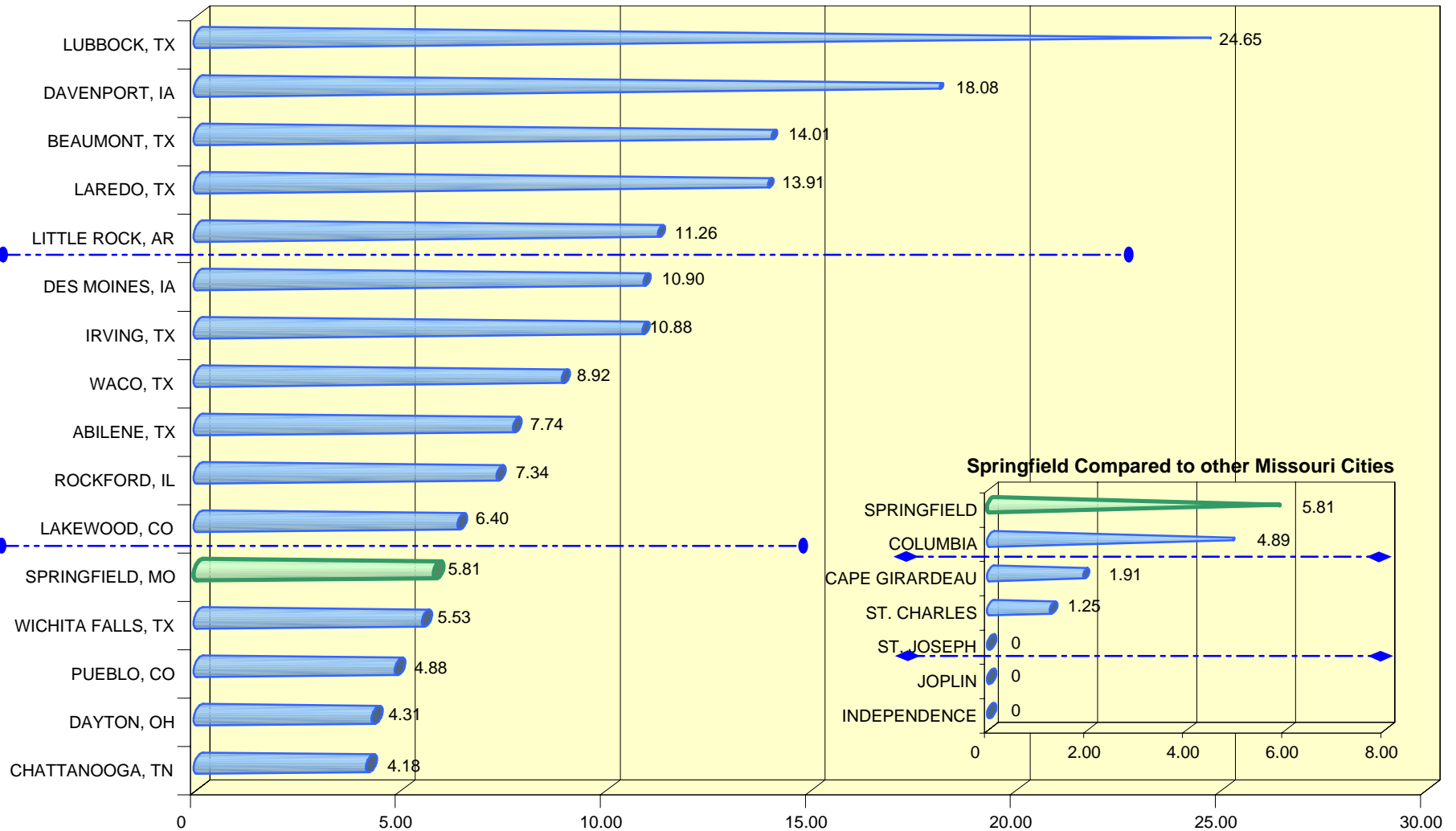
Note: NSC incidence rate is for an average municipality.

GENERAL OBLIGATION DEBT

City of Springfield, Missouri - 2001-2002 Annual Operating Budget

G.O. BOND DEBT PER GENERAL FUND EXPENDITURE

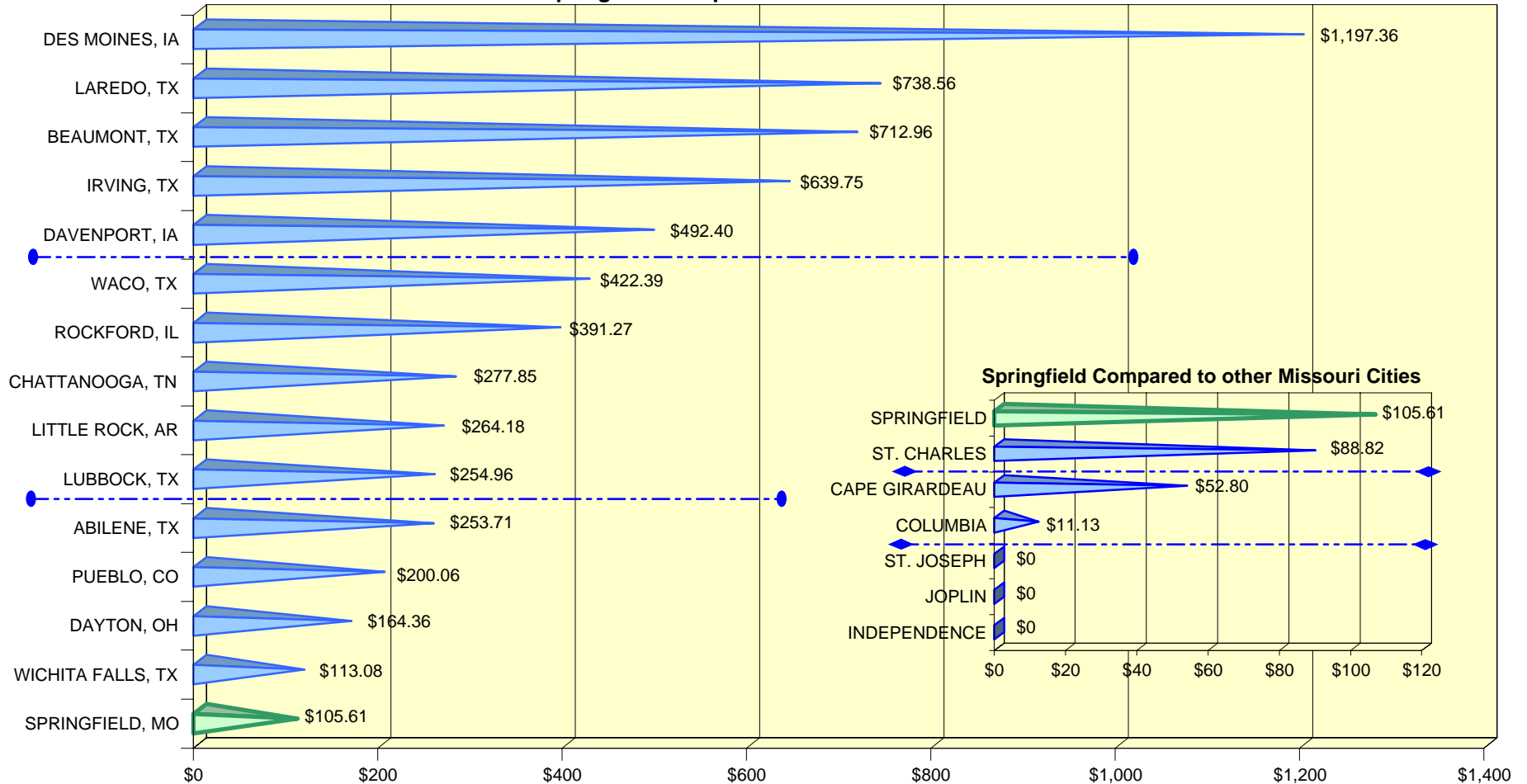
Springfield Compared to other Midwest Cities



City of Springfield, Missouri - 2001-2002 Annual Operating Budget

NET BONDED DEBT PER CAPITA

Springfield Compared to other Midwest Cities



Source: Statistical information from each city's 1999 or 2000 fiscal year Comprehensive Annual Financial Report.